

REFEREE'S REVIEW

Program:	MITIM			
Student:	Ren Chunchi			
Title of thesis:	SELECTING HR TOOLS FOR INSPIRING INNOVATION IN MNC			
Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis. Justification of the topic choice; accuracy in defining the aim and tasks of the thesis; originality of the topic and the extent to which it was covered; alignment of the thesis' topic, aim and objectives.	5	4	3	2
Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	5	4	3	2
Quality of analytical approach and quality of offered solution to the research objectives. Adequacy of objectives coverage; ability to formulate and convey the research problem; ability to offer options for its solution; application of the latest trends in relevant research are for the set objectives.	5	4	3	2
Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; completeness and relevance of the list of references.	5	4	3	2
Scientific aspect of the thesis. Independent scientific thinking in solving the set problem/objectives; the extent to which the student contributed to selecting and justifying the research model (conceptual and/or quantitative), developing methodology/approach to set objectives.	5	4	3	2
Practical/applied nature of research. Extent to which the theoretical background is related to the international or Russian managerial practice; development of applied recommendations; justification and interpretation of the empirical/applied results.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

Master thesis of Ren Chunchi studies HRM practices that support innovations in modern organizations. The topic of the work is of high importance due to increasing attention to innovations and managerial tools to implement and support such processes.

The strongest sides of the master's thesis are the following:

- ✓ attempts to systematize the main definitions and theoretical concepts;
- ✓ focus not only on case companies analysis but also on statistical data analysis;
- ✓ structure and logic of the work.

However, it's necessary to say about some limitation of the paper, namely

1. It seems to be lack of discussion about HRM tools especially in innovative companies. The author analyzed HRM issues but it turned to be to general and applicable for any organizations.
2. In hypothesis formulations there is no clear definition about innovation outputs. It is necessary to clarify what the author meant by outputs and how it can be reflected in further result analysis.
3. It would be also great to have some comparative analysis of case studies and see correlations of this information with hypothesis, methodological part and empirical results.
4. In methodological part the link between questionnaire and hypothesis is unclear; moreover, hypothesis seems to be very simple and obvious.
5. In some pages there is no interword space, so in some areas it is difficult to read the work.

Master thesis of Ren Chunchi meets the requirements of MITIM program, and deserves a good grade, thus the author can be given the desired degree.

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Referee:

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