

**REFEREE'S REVIEW**

<b>Program:</b>	Master in Management (MIM)
<b>Student:</b>	Vlada Kholopova
<b>Title of thesis:</b>	TRANSFORMATION OF HUMAN RESOURCE PRACTICES OF MULTINATIONAL COMPANIES IN JAPAN

<b>Justification of the topic choice. Accuracy in defining the aim and objectives of the thesis.</b> 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
<b>Structure and logic of the text flow.</b> Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.	5	4	3	2
<b>Quality of analytical approach and quality of offered solution to the research objectives.</b> 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
<b>Quality of data gathering and description.</b> Quality of selecting research tools and methods; data validity adequacy; adequacy of used data for chosen research tools and methods; relevance of the list of references.	5	4	3	2
<b>Scientific aspect of the thesis.</b> 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
<b>Practical/applied nature of research.</b> 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
<b>Quality of thesis layout.</b> Layout fulfills 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 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

**Additional comments:**

The master's thesis investigates transformation of HRM practices of MNCs in Asian context, namely in Japan. The notion of the work is central not only to human resource managers but also to management theories as broad the understanding how HRM system can be integrated to another contexts which seems to be very different in terms of culture, history and economic development. Due to globalization, it creates the topicality of the work. The theoretical result is quite obvious: using literature analysis and practical examples overview, the author systematized and structured theoretical approaches of transferring HRM practices, discusses factors influencing it. There is no doubt that the work can be defined as a very interesting research with useful practical orientation. Discussing of factors that are important for HRM practices in the context of Japan, the author provides clear guidelines for business and management.

The author systematized the main definitions and theoretical concepts concerning the topic of the research, design the questionnaire for the empirical research and formulate practical recommendations based on data analysis and conclusions from empirical part of the work. Her work shows main specifics of HRM practices for transferring to Asian context. The thesis has clear and logical structure and suggests clear guidelines for practitioners and defines new agenda for the future research in this area. Unfortunately only 4 interviews were used for empirical part of the work, it seems that more opinions would extend the thesis' results. Anyway, the overall impression of the thesis is very positive, the author could get an interesting results and discuss it properly. Master thesis of Kholopova Vlada meets the requirements of the program, and according to the reviewer's opinion deserves an "*excellent (B)*" grade, thus the author can be given the desired degree.

Date  
Referee:

01.06.2018  
Snegova I. A

General Director JSC «KO «Ljubimiy Kray»

