SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Marie Uncovska
Title of thesis:	Attractiveness Bias and Potential Impact on HR Decisions: Statistical Evidence from a Natural Experiment

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.

Topic choice is explained well, research gap is found, and context of work is defined. Marie extrapolated the attractiveness bias theory to integrate it into the organisational context.

Structure and logic of the text flow. The logic of research; the full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.

The thesis has a logical flow and well-defined structure. It consists of 3 essential parts (Theory, Data and methodology and Results) and several small chapters (Introduction, Discussion and Conclusion) that help to understand the logic of the material.

Quality of analytical approach and quality of the 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.

The research problem is formulated in a context of management decision-making process. Objectives are defined, and the latest trends in relevant research are covered. A literature review is trendy and covers major works and newly published articles and books.

Quality of data gathering and description. Quality of selecting research tools and methods; data validity adequacy; adequacy of user data for chosen research tools and methods; completeness and relevance of the list of references.

The data used in the thesis are based on the reality television dating show Dating in the Dark, first created and aired in the Netherlands and then repeated in different countries. The student has collected series of episodes from more than five countries. Preliminary data analysis is done with high quality.

The 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 quantitative), developing methodology/approach to set objectives.

The thesis contributes to the theory of natural experiment and the theory of attractiveness bias. Marie demonstrates the ability to identify a research problem, set hypotheses and prove (reject) them using modern scientific tools such as parametric and non-parametric tests, advanced and straightforward regression modelling.

Practical/applied nature of research. The 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.

The current research is an observational study, but the student developed particular recommendations for decision-making process related to HR practice. She performs actions that minimise attractiveness bias on different stages of decision such as pre-selection, selection and interview with a candidate.

Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.

All quality of the thesis layout requirements is fulfilled.

The originality of the text. All sources of match identified by the Safe Assign system follow the allowed cases; the paper does not contain any elements of plagiarism.

The text is original, based on author's data collection and references review.

The Master thesis of Marie Uncovska meets the requirements) for master thesis of Master in Management (MIM) program thus the author of the thesis can be awarded the required degree.

Scientific Advisor: Candidate of EconomicSciences, Iya Churakova,

Associate Professor, Operational Management Department

June 4, 2018