The master’s thesis discusses talent management (TM) practices in multinational companies from emerging markets. The importance of the topic can be caused by global environment trends where challenging economic situation and intensified market competition make many companies rethink their general strategy and look closely on importance of attracting and retaining talented people. Moreover, firms from emerging markets become strong competitors but still look for additional sources of competitive advantages. Such advantages may be found in human resource management field.

The master’s thesis has a logical structure. The first part is dedicated to literature overview, where author using literature analysis, systematized and structured theoretical approaches, clarified different definitions and theoretical concepts. The second part describes research methodology: sample, methods and data analysis and findings from empirical study. The last part of the thesis is discussion of findings and results. Both theoretical and empirical parts are well-balanced.

The quality of analytical approach is very high. To achieve the goal the author put a certain list of supporting tasks, namely formulated several research questions that guide the empirical research. Guillaume Pierre Marcel de Gavre showed the ability to analyse the research problem and formulated tasks for empirical research correlated with research questions.

The methodology part is very clear and understandable. The author used qualitative approach in his methodology and applied case-based method for the empirical research. Selected case study research method has a high exploratory power (Eisenhardt 1989; Yin 2003) and is particularly useful in those research contexts where there is a need for deeper theoretical development. The quality of selecting research tools and method is high and data validity is adequacy.

The master thesis done by Guillaume Pierre Marcel de Gavre can be evaluated as independent originally done research with the strongest author’ position. He proved his experience in problem solving and scientific results analysis. Moreover, the work contributes significantly in theory development, that it is very rare case during preparation of Master’s thesis. The quality of theoretical conclusions done in this work is very high.

The strong point of master’s thesis is the findings and conclusions that are based on deep data analysis. Guillaume Pierre Marcel de Gavre can be characterized as result-oriented researcher. There is no doubt that the work can be defined as a very interesting research with useful practical orientation. The author
made important conclusions and provided the support for all research questions. The quality of practical conclusions done in the work is also very high.

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

The overall quality of thesis layout is very high and meets all the requirements.

The Master thesis of Guillaume Pierre Marcel de Gavre meets the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

09.06.2015

Scientific advisor:  
PhD (Econ), Associate Professor  
Marina O. Latukha