

## REFEREE'S REVIEW

<b>Program:</b>	MITIM
<b>Student:</b>	Louisa Selivanovskikh
<b>Title of thesis:</b>	Influence of Talent Management Practices on sustainable competitive Advantages of Emerging Market Firms: Evidence from Russian Companies

<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; completeness and 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 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 = 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 rationale behind the topic choice is well articulated. It might not seem to be a vital question for Russian companies currently, but it will definitely increase in importance over the years. The literature review is carried out on a good level with all the latest research on the topic found, characterized, and structured. Unfortunately, the sound rationale and thorough theoretical background are not accompanied by the research methodology of the same level of quality. While aligned with the topic, the overall objective and sub-objectives of the research are not stated clearly enough – the author formulates them merely as common research questions (p.45) rather than as viable and practical sub-objective statements, which could have helped her onward in formulating adequate hypotheses both for theoretical analysis and empirical study. Furthermore this flaw has limited the ability of the author to characterize the research method in more detail. For example, there is no indication of how the author has come to judgments about the talent management practices used in the investigated companies.*

*Nevertheless, the research is well structured in a clear and logical manner. All elements of the research (literature, research methodology and results) are aligned with each other, theoretical and empirical parts are balanced. The actual empirical study includes qualitative analysis of open sources, which is accompanied by a review of companies' declarations available in the open access. The qualitative analysis demonstrates the descriptive and exploring character of the research enquiry. The limitations of such methodology are predictable, but they were not explicitly mentioned by the author. Statements addressing this issue have neither been found in the introduction nor in the conclusion.*

*Despite the problems noted above the research results may be partly used as a basis for further research and development, the directions of which were defined by the author. Layouts are of adequate quality and fulfill the requirements of the Regulations for master thesis. However small shortcomings were noticed (p.54, pp.55 etc.), which affected the overall impression.*

Master thesis of Selivanovskikh Louisa meets the requirements of \_MIB\_ program, and according to the reviewer's opinion deserves an "good" grade, thus the author can be given the desired degree.

15.06.2015



Referee: Dr. Anastasja D. Chanko, Associate Professor, Organizational Behavior & HR- Management department