

## SCIENTIFIC ADVISOR'S REFERENCE

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| <b>Program:</b>         | MIB  |
| <b>Student:</b>         | Anna Andreeva  |
| <b>Title of thesis:</b> | <b>HRM during organizational change in a multinational company of hotel industry and its impact on operational performance</b> |

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| <p><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.</p>   |
| <p>The master's thesis discusses human resource management (HRM) practices during organizational changes. There is a scope for studies investigating how HRM contribute to a firm' operational results during changes. Moreover, many researchers argue about necessity of such work done for the hotel industry.</p>   |
| <p><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.</p>   |
| <p>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.</p>                           |
| <p><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.</p>  |
| <p>The quality of analytical approach is high. To achieve the goal the author put a certain list of supporting tasks, namely formulated several research questions that guide the empirical research. Anna showed the ability to analyse the research problem and formulated tasks for empirical research correlated with research questions.</p>   |
| <p><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.</p>  |
| <p>The methodology part is very clear and understandable. The author used qualitative approach in his methodology. The quality of selecting research tools and method is high and data validity is adequacy.</p>  |
| <p><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.</p>   |
| <p>The master thesis done by Anna can be evaluated as independent originally done research. The quality of theoretical conclusions done in this work is very high.</p>  |
| <p><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.</p>   |
| <p>The strong point of master's thesis is the findings and conclusions that are based on deep data analysis of chosen hotels. Anna 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.</p> |
| <p><b>Quality of thesis layout.</b> Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.</p>  |
| <p>The overall quality of thesis layout is high and meets all the requirements.</p>   |

The Master thesis of Anna Andreeva meets meet the requirements for master thesis of MIB program thus the author of the thesis can be awarded the required degree.

25.09.2015

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

