

RESEARCH ADVISOR'S REFERENCE

Doctoral program:	Economics and Management
Doctoral student:	Dmitri Sokolov
Title of the final thesis:	Human resource management systems in knowledge-intensive firms

<p>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.</p>
<p>The thesis is devoted to the question of how firms use their human resource practices as a holistic system for deriving superior performance on a strategic level. This is very important problem that has only fragmented solution in the existing literature. The collected papers summarize and provide extensive explanation from different angles. The topic and research aim are well justified and coherent throughout the different parts of the thesis.</p>
<p>Structure and logic of the text flow. Logic of research; full scope of the thesis; alignment of thesis' structural parts, i.e. theoretical and empirical parts.</p>
<p>Although the thesis is composed from several papers with stand-alone research contribution, the author justified the connection between them and provided overarching framework in the introduction. Logic of the text is clear and convincing. Overall, the theoretical and empirical parts are well connected.</p>
<p>Quality of the content of the presented portfolio:</p> <ul style="list-style-type: none"> - ability to correctly narrate the material, absence of factual, logical and grammatical errors; compliance with the style of the chosen work format; correct usage of professional terminology; - relevance of the content; depth of analysis; reliance on well-framed concepts when elaborating on the research objectives; - fluent knowledge of the research theoretical framework; - the author's independence when conducting research: development and justification of his/her own approach to research, evidence of the author's understanding of theoretical concepts and possibilities for their practical implication, self-sufficiency in presenting the materials, creative approach, ability to reason one's own point of view, clarity of narration; - quality of the critical analysis of theoretical sources used; - justification of the choice and quality of research tools and methods, their compliance with the research objectives; - literacy in the methodology application and use of selected methods; - justification of data (information) collection, the quality of data collection, their reliability, adequacy of the tools used, justification of approaches towards data collection and processing; - generalization of the results, presence of theoretical and practical conclusions on the results of the work done
<p>Overall, the content of the presented portfolio is of high quality. All presented papers have well justified methodological approach and theoretical framework. The author demonstrates deep knowledge of theory and practical problems addressed in the research as well as high level of independence and originality throughout of doctoral program.</p>
<p>Quality of the extended introduction formatting</p> <ul style="list-style-type: none"> - formatting in accordance with the corresponding requirements (correct formatting of individual elements of the text: paragraphs, headings, subheadings, internal headings, formulas, tables, figures and references to them, compliance with the levels of headings and subheadings, presence of references to the sources indicated in the literature list, etc.), incl. the requirements of GOST R 7.0.5.2008 "Bibliographic reference".
<p>The quality of text formatting is high</p>
<p>Quality of literature used in the work</p> <ul style="list-style-type: none"> - the relevance and completeness of the literature list, the correctness of its compilation, presence of scientific monographs, articles from foreign periodicals with a high citation index in the corresponding field.
<p>The literature is of high quality. All used references are relevant and properly formatted (in the introduction and in the presented publications).</p>

The Final thesis of Doctoral student **Dmitri Sokolov** meets the requirements for final thesis of Doctoral program thus the author of the thesis can be awarded the required degree.

Date: 18.06.2020

Research Advisor: E.K. Zavyalova, professor, doctor of psychology, head of organization behavior and personnel management department