

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management - MIM
Student:	Tunik Kirill Dmitrievich
Title of thesis:	Induction Programs for Remote Workers during the COVID-19 Pandemic: The Case Study Research in Russian Subsidiary of Multinational Consulting Firm

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.
The topic of the research is relevant and is devoted to consider the induction programs for remote employees in knowledge-intensive firms in the context of COVID-19. Although the goal seems to be too long and vague, the research questions match to the research topic and are logical.
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.
The structure of the thesis is in accordance with the research tasks. The text contains the literature review, methodological part and own empirical research based on case study research strategy.
Quality of analytical approach and quality of 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 paper represents an independent study of an acceptable quality, that generally fulfills the research goal. The borders for the case study are justified. The quality of the analysis provided in the thesis in general meets the requirements for Master thesis.
Quality of data gathering and description. 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.
To answer the research questions, the data set from 5 semi-structured interviews with the newcomers participated in induction programs and worked under flexible working conditions during COVID-19, were used.
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/or quantitative), developing methodology/approach to set objectives.
The research questions and research methodology contains the elements of originality and the student demonstrated an ability of independent thinking.
Practical/applied nature of research. 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 research results are relevant for consideration and discussion among HR practitioners in knowledge-intensive firms, in particular for professional services companies, concerned with the development of induction/orientation programs under unstable economic conditions.
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defence, correct layout of tables, figures, references.
The layout fulfils the requirements.
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 thesis does not contain elements of plagiarism

The Master thesis of Tunik Kirill meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

July 8, 2021

Scientific Advisor:

(Cand. of Science, Economics)

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