

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management - MIM
Student:	Malin Arkadiy Sergeevich
Title of thesis:	Flexible working practices in predicting work behavior of employees (case of Russian logistic company)

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 provide the logistic company with recommendations on how to improve using flexible working practices in contemporary conditions.
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 clearly 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 15 semi-structured interviews with the HR professionals, supervisors and line specialists involved flexible working practices, 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 logistic industry, concerned with the implementation and development of flexible working practices 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 Arkadiy Malin meets the requirements for master thesis of MIM program thus the author of the thesis can be awarded the required degree.

June 9, 2022

Scientific Advisor:

(Cand. of Science, Economics)

Associate professor of Organizational Behavior and

Human Resource Management Department

Dmitry G. Kucherov

