

SCIENTIFIC ADVISOR'S REFERENCE

Program:	Master in Management (MIM)
Student:	Vasilieva Diana
Title of thesis:	The Impact of Soft HR Practices on Employee Performance and Employee Well- Being in Crisis Times

<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>In crisis times, juxtaposition of an increased focus on well-being and employee performance can pose significant challenges for HRM professionals in contemporary organizations. In this paper the impact of soft HR practices on employee performance and employee well-being and propose a number of recommendations. The aim and objectives of the research are defined properly, the topic is original and aligned with the aim of the research.</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>The master's thesis consists of 7 parts and has a logical structure. The first parts are dedicated to literature overview, where the author systematized and structured theoretical approaches, clarified different definitions and theoretical concepts. The next parts describe research methodology, discussion of findings and results, conclusions.</p>
<p>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.</p>
<p>The quality of analytical approach is very high. D. Vasilieva showed the ability to analyse the research problem and formulated tasks for empirical research correlated with research questions.</p>
<p>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.</p>
<p>Taking into account the previously formulated questions, the author chose a mixed study design. The qualitative part covered in-depth interviews with companies. The quantitative part was implemented though conducting a survey. Diana has established herself as a very professional researcher: the tools for the study are chosen correctly, references are relevant.</p>
<p>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.</p>
<p>The master thesis done by D. Vasilieva can be evaluated as independent originally done research. The quality of theoretical conclusions done in the master thesis is high.</p>
<p>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.</p>
<p>The author made important conclusions and provided the support for all research questions. It was defined that soft HR practices are essential for improving employee well-being and performance. Recommendations based on the study can be used by practitioners of international and local companies.</p>
<p>Quality of thesis layout. 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>
<p>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.</p>
<p>The paper does not contain any elements of plagiarism.</p>

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

June, 8, 2023

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