

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Golubkova Anna
Title of thesis:	HR Competences for internationalization process in emerging market context: evidence from Russian companies

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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
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.	5	4	3	2
Quality of thesis layout. Layout fulfils the requirements of the Regulations for master thesis preparation and defense, correct layout of tables, figures, references.	5	4	3	2

Each item above is evaluated on the following scale, as applicable: 5 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

The master's thesis investigates competences of HR managers for internationalization process. The notion of the work is central not only to human resource managers but also to management theories. The theoretical result of the work is quite obvious: using literature analysis and practical examples overview, the author systematized and structured theoretical approaches, clarified the definition of competency. I see very practical nature of the thesis – based on different theoretical models, Anna developed and tested the set of HR competences that managers in this area should have to help a company to overcome problems in internationalization process. There is no doubt that the work can be defined as a very interesting research with useful practical orientation. I have some concerns about the data validity, as the sample might be bigger to prove the results and conclusions, but nevertheless, the number of respondents is enough to make important conclusions about the role of HR managers and suggest the set of competences for HR.

Master' thesis of Anna Golubkova meets the requirements of the MIM program, and according to the reviewer's opinion deserves an "*excellent (B)*" grade, thus the author can be given the desired degree.

Date

01.06.2016

Referee:



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