

REFeree'S REVIEW

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| Program: | Master in Management (MIM) |
| Student: | Elena Artyukh |
| Title of thesis: | TALENT MANAGEMENT PRACTICES IN EMERGING MARKET FIRMS: COMPARATIVE ANALYSIS OF RUSSIAN AND BRAZILIAN COMPANIES |

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| 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:

Key strengths of Elena's master thesis lie both in the solid and comprehensive theoretical review and in the author's empirical research that involves quantitative study. There is a lot of confusion in the literature around the notion of talent management, yet the author systematically analyzed different streams of research and formulated her own vision of this concept. Moreover, it seems to be very interesting to analyze the differences in talent management practices in Russia and Brazil, as both countries are considered to be emerging economies. The empirical part is based on the original questionnaire developed by the author, and contains detailed analysis of the data and thoughtful insights from it. The thesis is written in a logical manner, in a clear and easy-readable yet academic language, which is a good achievement for the master student. The structure of the thesis is clear and logical. I found that the quality of the thesis layout is not very good, the reference list is done using different style for different sources. Despite these critical remarks, the thesis represents an interesting study, and the text provides evidence of the thorough and thoughtful approach of the author who is able to evaluate critically existing literature, formulate clear research questions and systematically work towards finding some answers.

Master thesis of Artyukh Elena 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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Head of Development department, "Rosincheninring project"