

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Malko Konstantin
Title of thesis:	Human resource management in CIS countries: the evidence from Kazakhstan firms

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:

Nowadays people are recognized as being the most valuable asset of the modern organization, therefore, the issue of managing human resources is very topical for every company. The context of the work is Kazakhstan. The country's strategic approach towards economic growth, the government's attempts at diversifying the country's economy, increasing presence of international companies, and participation in international trade and economic alliances, creates a high demand for establishing well-developed HRM practices that will be able to provide an impact on the ongoing changes and create a competitive advantage for CIS countries' firms.

Konstantin stated very interesting research questions. As it can be seen from the methodology part, he reached all companies by himself that appeared to be quite hard and challengeable task due to country-specific context. This fact definitely increases the value of the thesis. Based on the results obtained, the author provides several recommendations for future development of HRM in Kazakh business that I evaluate as very valuable comments. The overall impression about the work is very positive. The thesis can be characterized as independent, innovative, and result-oriented research.

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

Date

01.06.2016

Referee:



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