

REFEREE'S REVIEW

Program:	Master in Management (MIM)
Student:	Evgeniya Kim
Title of thesis:	TALENT MANAGEMENT PRACTICES IN RUSSIAN INNOVATION-ACTIVE 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 topic related to talent management is very interesting and needs to be investigated properly. There is a lot of confusion in the literature around the notion of talent management, and Evgeniya systematically analyzed different streams of research and formulated her own vision of this concept. Moreover, it seems to be very interesting to analyze specifics of talent management practices in Russia as emerging economies always require "a special approach" for competitive advantage' development.

The empirical part is based on adapted methodology and it is not very strong point of the thesis. The limitation of the thesis is also using only two companies for comparative analysis that, to our opinion, reduce the scientific significance of the work as it is very hard to generalize the findings based only on 2 cases. Moreover, the author did not provide critical analysis based on comparison of two companies, the question "So, what?" is still needs to be answered. Important to mention that the part with scientific contribution and managerial implication is very small and did not provide any significant discussion. Despite these critical remarks, the thesis represents an interesting study, and the text provides interesting ideas about innovative companies and talent management practices.

Master thesis of Kim Evgeniya meets the requirements of the MIM program, and according to the reviewer's opinion deserves an "good (*D*)" grade, thus the author can be given the desired degree.

Date

01.06.2017

Referee:



Snegova I.A.
General Director

" Confectionery Factory «Lubimy Kray»"