

REFEREE'S REVIEW

Program:	Master of International Business
Student:	Maria Tokareva
Title of thesis:	The Impact of Corporate Social Performance on the Organization's Labor Market Attractiveness: the COMPARATIVE Analysis of Russian and Finnish Job-seekers

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 = excellent, 4 = good, 3 = satisfactory, 2 = poor.

Additional comments:

Master's thesis of M. Tokareva explores attitudes of potential and active job-seekers towards different level of CSP, and also channels which they use to find information about CSP of potential employer. *We consider that this issue is very important both for researchers and practitioners.*

Object of M. Tokareva research are Russian and Finnish job-seekers, the author makes comparative analysis of their attitude towards company's corporate social performance. *This indicates that the thesis fits the profile of MIB program.*

Research is aimed at assessing importance of CSP to different groups of job-seekers and investigating channels mostly used by them to obtain CSR-related information (p. 4). These goals determine the logic of conducted study.

M Tokareva has reached the purposes of the research. Her master's thesis is logically completed and independent research; conclusions made by the student are well argued. The results of empirical research conducted by M. Tokareva can be used in practice for CSR strategy making. The paper is framed in accordance with the requirements.

The strengths of the paper:

- comprehensive analysis of theoretical and empirical studies in CSR field;
- well-formulated hypotheses;
- well-structured questionnaire;
- testing hypotheses in right way;

- good writing style (easy to read the text and read by interest)

The weaknesses of the paper:

- the concept of corporate social performance is presented in the title of reviewed paper, but in the title of the sections of the first chapter the author makes no mention of corporate social performance; we can see only CSR in the titles, however the author introduces the CSP concept on page 10 based on Wartick and Cochran approach; the author should enter the CRP concept in the title of the first section of this chapter;
- structural elements of the thesis look like disproportional, the first chapter is rather bigger (30 pages) than the next ones (the second chapter is only 5 pages; the third one is 12 pages); in the chapter 2 the author should pay more attention to questionnaire design, in the chapter 3 it will be interesting to see comparative analysis of author's results and results of related studies conducted by another researchers;
- the version "do not know or hard to answer" should be included in closed-end questions (Appendix 1), otherwise some portion of public opinion falls out.

Master thesis of Maria Tokareva meets the requirements of MIB program, and deserves an "excellent" grade, thus the author can be given the desired degree.

Date 18.06.2011

Referee:

Vera Minina, professor,

Head of OB&HRM Department

