

REFEREE'S REVIEW

Program:	Master of International Business (MIB)
Student:	Sheverdyeva Anna
Title of thesis:	International business game as a graduate talent recruitment tool

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:

International business games are quite recent and growing, yet under-researched managerial tool. Therefore, the topic of the current thesis is highly relevant for contemporary organizations. The author took a comprehensive, multi-functional view of this phenomenon, and has made an effort to collect triangulated data – from game organizer, game participants and public sources. Taking into account the novelty of the researched phenomena, these efforts need to be appreciated. However, a number of critical comments arise from this particular study.

Literature review/theoretical background:

The focus on the *graduate talent* as a target segment for this study is not clearly justified. From the corresponding review section of the thesis, several points remain unclear. First, what does the author of this particular paper means by talent? Second, what is special in *graduate talent* recruitment? Aren't the reviewed recruitment tools valid for all types of graduates (not only "talent")? Or, even, aren't they valid for all types of candidates?

Also, the thesis would have benefited from analysis of both advantages and disadvantages of business game as HR instrument.

Research methodology and design:

Main concerns are related to the *methodology of the research*. Though author positions the research as a generic study of the different types of business games, all primary data comes from 3 games organized by particular company (L'Oreal). Therefore, specifics of the strategy, culture and business environment of L'Oreal might have significantly influenced the data collected – however, these contingencies are not

addressed in the thesis. The information of the sample for the primary data collection (especially about the students) is scarce. The other games selected for the study are confined only to the games available to GSOM students, and their analysis is based only on the secondary public data. Plus to this, the choice of non-L'Oreal activities is arguable – are they actually games? All these issues raise serious concerns to the claimed generalizability of the study. While this study seems to be relevant for L'Oreal, its' practical applicability for other organizations is questionable.

Findings:

The thesis would have benefited from deeper analysis of the collected data and clearer justifications of the conclusions made. Identified competences are not structured, and to what extent they are biased in particular context of L'Oreal is not discussed. The proposed links between competences and elements of business games could have been better justified.

Thesis layout.

Style of referencing is not classical one (duplication of references in references list with footnotes through the text). There are some unnecessary repetitions in the text (in description of business games, pp. 24-27 and pp.34-44).

To summarize, Master thesis of Sheverdyeva Anna meets the requirements of Master of International Business (MIB) program, and deserves a “good” grade, thus the author can be given the desired degree.

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