**Determinants of Superior Foreign Subsidiary Performance**

**Delios, A., & Beamish, P. W.** (2001). “Survival and Profitability: The Roles of Experience and Intangible Assets in Foreign Subsidiary Performance.”, *Academy of Management journal*, 44(5), 1028-1038.

1. What is the core argument of this piece of work?
2. Define what it means by intangible assets in general & why they are important for multinational firms in outperforming their local competitors.
3. Explain the rationale behind the statistically significant interaction effect between host country experience and advertising assets on profitability in the case of wholly owned subsidiaries.
4. Discuss the managerial relevance of this article in detail.
5. Search one multinational firm venturing in a foreign market environment, which takes full advantage of its own marketing capability & then evaluate the nature & quality of its marketing capability.

**Isobe, T., Makino, S., & Montgomery, D. B.** (2000). “Resource Commitment, Entry Timing, and Market Performance of Foreign Direct Investments in Emerging Economies: The Case of Japanese International Joint Ventures in China. *Academy of Management Journal*, 43(3), 468-484.

1. Discuss the originality & novelty of this scholarly investigation.
2. What are the strengths & drawbacks of first-mover advantages?
3. Provide contextualized discussions on how the availability of supporting infrastructure influences technology transfer & the timing of entry.
4. Discuss the underlying logic behind the positive effect of parent control on technology transfer.
5. Explain what factors are the most responsible for predicting successful joint venture projects in practice by extending the empirical results of this study.
6. Select one Western multinational firm operating successfully in one of emerging economies & identify what made it successful.