**Yang et al. (2009)**

**Questions**

* What is the core argument of this paper?
* Explain the internationalization process of Chinese firms as well as of Japanese firms.
* Clarify the underlying concept of the ‘3’ theories the authors have presented in their article.
* Why is the case study so useful?
* Assess the rationale behind the internationalization of Haier & Matsushita in an extension of the ‘3’ theories. Are there any clear differences & similarities?
* Provide managerial implications from this article.

***“NIDEC Corporation”***

**Questions**

* Describe the general background of Nidec?
* Explain the internationalization process of Nidec.
* Clarify ‘2’ sources of their competitive advantage.
* Discuss the potential risks inherent in cross-border M&As.
* What is the major challenge Nidec is currently facing?

***“Xiaomi in the Global Smartphone Market”***

**Questions**

* Clarify what firm-specific advantages Xiaomi enjoy to outperform global players in the smartphone market.
* Discuss how Xiaomi has been more successful than their key competitors (Samsung & Apple) in China from an institutional perspective.
* Specify what weaknesses would ruin Xiaomi’s competitive superiority.
* Explain what cultural & institutional barriers prevented Xiaomi from gaining competitive advantage in India.
* Discuss whether Xiaomi would become the global leader in the future. If yes, why? If no, why not?

***“Beko Washes Clothes Across Europe”***

**Questions**

* What is the central debate of this case?
* From an institution-based view, how did the institutional environment of Turkey influence the growth strategy of Beko?
* From the RBV, what capabilities did Arcelik have to develop market share for Beko in different countries in Europe?
* How would you suggest developing Beko’s European & global operations further from a strategic point of view?