**Sheng, S., Zhou, K., & Li, J.** (2011). “The Effects of Business and Political ties on Firm Performance: Evidence from China”, *Journal of Marketing*, 75: 1-15.

**Q1:** What is the major argument of this article?

**Q2:** What is the distinction between political ties & business ties?

**Q3:** Discuss the nature of political ties and business ties in the Chinese context.

**Q4:** Clarify how the value of political ties & business ties varies in creating competitive superiority under conditions of different institutional environments.

**Q5:** What implications for practitioners can be made from the conclusive remarks of this article?

**Chang, S. J. & Park, S. H.** (2012). “Winning Strategies in China: Competitive Dynamics Between MNCs & Local Firms”, *Long Range Planning*, 45: 1-15

**Q1:** What is the main argument of this paper?

**Q2:** Why is it so important for us to discuss the competitive dynamics between local & multinational firms in the context of China?

**Q3:** How did the Chinese market change over the last two decades?

**Q4:** Briefly summarize the nature of the 2-by-2 matrix.

**Q5:** Explain industry variations in the level of competitive dynamics & how MNCs should design, develop & execute their strategies in response to industry heterogeneity.

**Q6:** What do the authors suggest MNCs to do in order to enhance their operational efficiency under conditions of intensified competition?