

Long Essay Questions (Practices)

- 1) What does it mean by “liabilities of foreignness”? How does it impact the foreign operations of multinational corporations?
- 2) Clarify different types of offshoring using a 2×2 matrix (mode of activity & location of activity)
- 3) Evaluate the nature and characteristics of coordinated market economies (CMEs) in relation to liberal market economies (LMEs) in detail.
- 4) Explain the pattern of globalization arising from long-term trends & discuss different views of globalization.
- 5) Identify four types of knowledge governance & explain the challenges & obstacles of each type.
- 6) What are major differences between civil law and common law?
- 7) Discuss (1) how ESET achieved a rapid growth & (2) how ESET overcame cultural and institutional distance, with reference to Schuh, A. (2011). “ESET: From Living Room to Global Player in Antivirus Software”.
- 8) Critically evaluate the rationale behind why some acquisitions fail while others succeed
- 9) Explain the nature of vertical FDI and horizontal FDI with specific examples drawing a picture of value chains.
- 10) What are possible strategic responses to ethical challenges? Discuss their behaviors & patterns using some examples.
- 11) Discuss the relationship between multinational strategy and organizational structure based on Ghoshal and Bartlett’s global integration (GI)-local responsiveness (LR) framework.
- 12) Explain how institutions affect (1) location strategies & (2) foreign investors’ entry mode choice in Vietnam according to Meyer, K. E., & Nguyen, H. V.’s (2005) article - “Foreign Investment Strategies and Sub-national Institutions in Emerging Markets: Evidence from Vietnam”.
- 13) Identify what problems both Sony and Samsung faced in internationalizing their business, according to Chang’s (2008) book “Sony vs Samsung: The Inside Story of the Electronics Giants’ Battle for Global Supremacy”.
- 14) Articulate strengths and risks of “4” distinct corporate strategies.
- 15) Explain the notion of institutions & their key role in reducing uncertainty & explain two main propositions of the institution-based view.
- 16) Assess Peng’s (2000) three cases in the Chinese automobile industry using a principal-agent framework in depth.
- 17) Some western scholars argue that CSR is good for society. Do you agree or not? Provide the potential rationale for your judgement.
- 18) Discuss what kind of market entry strategies you would recommend MNCs to take if they plan to invest in markets where market-supporting institutions are lacking.
- 19) Discuss, compare & contrast four types of political risks & explain each type by using real examples in detail.
- 20) What is the difference between a dodger strategy and a contender strategy.

- 21) Discuss how Huawei has become a global market leader in the telecommunications equipment market from a competitive analysis perspective.
- 22) Clarify what factors are responsible for MNCs' adoption of voluntary environmental management practices (VEMPs) in emerging countries, with reference to Tatoglu, E., Demirbag, M., Bayraktar, E. & Sunil, S., & Glaister, K. (2014). Determinants of Voluntary Environmental Management Practices by MNE Subsidiaries. *Journal of World Business*, 49(4): 536-548.
- 23) Explain four core strategic objectives/motives of establishing foreign subsidiaries in detail.
- 24) Explain industry variations in the degree of competitive dynamics using a 2×2 matrix (degrees of market heterogeneity & technological complexity) following Chang and Park's (2012) paper.
- 25) Discuss (1) what obstacles it would have to overcome to similarly succeed in India and (2) what tangible and intangible resources Xiaomi has been able to create to enable its growth in China, with reference to Meyer, K., & Zhu, J. (2011). "Xiaomi Challenges Global Smartphone Leaders".
- 26) Discuss how international assignments affect career outcomes negatively.
- 27) Compare Sony with Samsung with regard to global strategy implementation.
- 28) Clarify why Japan's digital camera industry & Japan's game industry are successful using Porter's competitive advantage of nations.
- 29) What are major reasons for RadioShack's corporate failure?
- 30) What is the distinction between tacit knowledge and explicit knowledge?
- 31) Assess the nature & concept of each equity-based mode using a 2×2 matrix based on the parameters of the degree of equity control & resource growth.
- 32) What are successful elements in hidden champions?
- 33) Explain the interdependence of operations & entry strategies.
- 34) What are the main advantages & disadvantages of four equity modes of entry (namely, greenfield, full acquisition, joint ventures & partial acquisition)?
- 35) Some firms gain a lot of benefits from acquisitions while others fail. Discuss causes of acquisition failures in detail.
- 36) Articulate knowledge management in 4 types of multinational strategy in line with the following dimensions: (1) interdependence, (2) role of foreign subsidiaries, (3) development & diffusion of knowledge, & (4) flow of knowledge.
- 37) Discuss the risks inherent in both joint ventures and full acquisitions.
- 38) Clarify the nature, process & mechanism of Porter's value chain network from the perspective of corporate social & environmental strategy.
- 39) Discuss what factors prevent MNCs from implementing human resource management practices.
- 40) Discuss three approaches to understanding the concept of culture systematically.
- 41) Explain a two-stage decision mode in value chain analysis.
- 42) Discuss what determines foreign market entry strategies in resource-based and institutional considerations.
- 43) Clarify the core characteristics of organizational structures aligned with four types of corporate strategy.

- 44) Evaluate how MNCs can organize their operations to be successful both locally & globally.
- 45) What are major factors responsible for attracting foreign direct investment (FDI) inflows in host countries?
- 46) Explain what it means by local governments acting as “agents of the state” in China on the basis of Peng (2000).
- 47) How do institutions determine the selection of organizational structure in host & home country institutions?
- 48) Discuss the advantages of both centralization and decentralization within the MNC network.
- 49) Explain possible survival strategies during a major recession.
- 50) What are Hofstede’s dimensions of culture? Clarify some limitations of his framework.
- 51) What are the major benefits & costs of FDI to home & host countries?
- 52) Discuss potential challenges & obstacles related to knowledge sharing.
- 53) What kinds of resources & capabilities does ZARA take advantage of in order to create competitive superiority in relation to its rivals like H&M, the GAP, and Benetton? Evaluate them in the VRIO framework.
- 54) Discuss the underlying problems involved in the failed joint venture between Danone & Wahaha Group in China & draw managerial implications.
- 55) Evaluate global integration strategy from the perspective of knowledge management.
- 56) Discuss what benefits foreign direct investment (FDI) inflows bring to host countries in general.
- 57) How do international new ventures develop their resources & capabilities? Present four strategies and explain them in detail.
- 58) Discuss a stakeholder view of the firm.
- 59) Explain the different options or firms to start engaging in international business.
- 60) Articulate the roles of expatriates in depth.
- 61) Evaluate the underlying concept of the VRIO framework.
- 62) Explain how firms develop resources for international business & what internationalization process models they can follow in a theoretical sense.
- 63) Evaluate Xiaomi using a SWOT framework, with reference to Meyer, K., & Zhu, J. (2011). “Xiaomi Challenges Global Smartphone Leaders”.
- 64) Present & assess classical & modern theories of international trade.
- 65) Explain when business ties are more important than political ties in accordance with Sheng et al.’s (2011) article.
- 66) Articulate how a global firm evolves over time and restructures itself to become competitive using the case of Danisco.
- 67) Explain how strategic intervention by governments in certain industries can enhance their odds for international success based on a game theoretic approach.
- 68) Articulate the strategic advantages of globally operating firms.
- 69) Explain how ownership (O), location (L) & internalization (I) advantages lead FDI.
- 70) What are the purposes & risks of four types of acquisitions?
- 71) Discuss four strategic choices for MNCs & identify the advantages & disadvantages of each strategic choice.

- 72) Identify a number of first- & late-mover advantages & explain them using some examples.
- 73) Clarify how foreign direct investment (FDI) affects different types of individuals and organizations.
- 74) Why is international assignment important in building one's career trajectory?
- 75) Discuss how institutional constraints influence foreign entry (entry mode & location).
- 76) Discuss ESET's sources of competitive advantage from a resource-based view of the firm, with reference to Schuh, A. (2011). "*ESET: From Living Room to Global Player in Antivirus Software*".
- 77) Highlight some drivers of adaptation drawing Ghemawat's AAA strategies.
- 78) Present concrete arguments on scale of entry.
- 79) Discuss two conflicting debates in line with Porter & Kraimer (2006): (1) MNCs have a negative impact on the environment in LDCs & (2) MNCs improve the environment in LDCs.
- 80) Evaluate the success of Zara based on specific value chain activities.
- 81) Explain how proactive social engagement influences national competitiveness & the value chain system of the firm.
- 82) Discuss the nature of original equipment manufacturers (OEMs) and original design manufacturers (ODMs).
- 83) Assess how local firms may respond to MNE actions using a 2×2 matrix based on the parameters of competitive assets & industry pressures to globalize.
- 84) Discuss three different government-MNE relationships using agency theory (see Peng's scholarly work).
- 85) Discuss four common objectives for establishing subsidiaries abroad & thus to engage in FDI in detail.
- 86) Explain how language competences shape intercultural interactions.
- 87) Discuss two core debates on contemporary medium-sized European businesses: (1) hidden champions & (2) global focusing.
- 88) How can institutions influence firms' CSR activities?
- 89) Explain strategic advantages of global firms using an example of Danisco.
- 90) Clarify the underlying concept of Ghemawat's AAA strategies in detail.
- 91) Nowadays, many global firms build global operations through acquisition. Discuss what leads firms to engage in acquisitions & present three core arguments relevant to incentives for acquisitions.
- 92) To what degree should MNCs centralize or decentralize their decision-making structures & processes? Discuss the advantages & disadvantages of both HQs control & subsidiary autonomy.
- 93) Clarify the limitations of both Vernon's product life cycle theory and Porter's Diamond model.
- 94) Provide clarifications with regard to the key characteristics of OLI configuration.
- 95) Evaluate Samsung's globalization strategy in accordance with Sea-Jing Chang's book.
- 96) How can MNCs foster the exchange of knowledge & improve the odds for better innovation?
- 97) Explain when acquisitions are likely to fail in an extension of the resource-based view of the firm.

- 98) Provide solid discussions on how institutional differences determine firms' CSR activities & strategies.
- 99) Explain different types of nontariff barriers & evaluate the nature & practicality of each type.
- 100) What are major sources of stress for expatriates?
- 101) Analyze Huawei's competitive advantage & discuss how it challenges a global leader such as Cisco.
- 102) Discuss & evaluate the concept of Porter's generic strategic model in the context of international business.
- 103) How can we assess competitive dynamics? Discuss three key tools in evaluating competitors' actions & behaviors.
- 104) Explain "3" distinct approaches to international human resource management (ethnocentrism, polycentricism & geocentrism).
- 105) What are hidden champions? Why do you think that they are successful?
- 106) Discuss how advantages & disadvantages of foreign MNCs over local firms vary by the nature of competitive dynamics in the case of China
- 107) Explain the core arguments of the following theories & critically assess their theoretical reliability: (1) product life cycle theory, (2) theory of comparative advantage & (3) factor endowment theory.
- 108) Discuss precisely what mistakes Sony made in maintaining the optimal balance between HQs control & subsidiary autonomy.
- 109) Clarify how institutions influence the intensity or the speed of internationalization.
- 110) Discuss the association between the strategy-structure link using the case of 'Big Four' in the global accounting industry.
- 111) Discuss how institutions affect exporting behavior.
- 112) Explain the definition, nature and characteristics of (1) management contract, (2) turnkey operations & (3) R&D contract.
- 113) Evaluate why nations go through greater complexities to trade internationally & why there are gains from international trade.
- 114) Why is international assignment good for career trajectory?
- 115) Discuss the nature of four types of organization structures in MNCs.
- 116) Provide critical assessments regarding the following two debates: (1) Is CSR good for financial performance? & (2) Is CSR good for society?
- 117) Clarify how knowledge is managed & coordinated in the MNC network when a firm implements transnational strategy.
- 118) Identify three forms of restrictive institutions & the regulation of FDI in two forms & discuss each regulatory form with some examples.
- 119) Discuss the potential consequence of too much subsidiary autonomy in an extension of the principal-agency framework, with reference to Chang (2008) "Sony vs Samsung: The Inside Story of the Electronics Giants' Battle for Global Supremacy".