

REFEREE'S REVIEW

Program:	Master in International Business
Student:	Xiang Li
Title of thesis:	Internationalization Strategy of Chinese Privately-owned MNEs: The case of Huawei and ZTE

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 = the thesis meets all the requirements, 4 = the thesis meets almost all the requirements, 3 = a lot of the requirements are not met in the thesis, 2 = the thesis does not meet the requirements.

Additional comments:

The author is motivated by lack of research devoted to internationalization patterns of Chinese private-owned companies, particularly latecomers to international high-tech market. The goal of the research is identified in an implicit way.

The research paper is well enough structured. The author makes her empirical study on the base of classical papers on internationalization strategies. The author describes the research methodology and proves her choice of the case method and particular companies for the analyses.

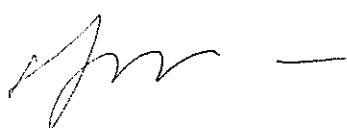
The author analyses only few papers which were written after 2010. Specificity of internationalization strategies of Chinese MNEs and peculiarities of private-owned companies are not defined. It comes to some limitations for producing recommendations for such companies.

The author notes that she interviewed 3 managers of the companies but the thesis does not contain questioner and description of the results.

It is mentioned that "ZTE possesses cost leadership and differentiation as its competitive advantages" (p. 50). Does it mean that company used hybrid strategy?

Master thesis of Xiang Li meets the requirements of the MIB program, and according to the reviewer's opinion deserves a *good (B)* grade, thus the author can be given the desired degree.

14.06.15
Associate professor



Olga Verkhovskaya