

## REPORT ON THE MASTER THESIS

IEPS – International Economic and Political Studies, Faculty of Social Sciences, Charles University

<b>Title of the thesis:</b>	<b>Research on the Strategy of Chinese Automobile Enterprises Entering Overseas Markets</b>
<b>Author of the thesis:</b>	<b>Xuanbin Bai</b>
<b>Referee (incl. titles):</b>	<b>Ing. Petr Balcar, M.Sc.</b>

**Comments of the referee on the thesis highlights and shortcomings (following the 5 numbered aspects of your assessment indicated below).**

### **1) Theoretical background:**

Strategic management fundamental theory as taught in the Masters's program is not emphasized and used as the principal thread of the thesis. There are no hypotheses formulated and thus tested. The author demonstrated some understanding of the other theories / methods used.

### **2) Contribution:**

This thesis is an overview and analysis of international expansion strategies of major Chinese automobile producers Geely group and SAIC in comparison with key world automobile players Volkswagen and Toyota. It is, however, written more from the point of view of an automobile industry knowledgeable long-term professional rather than as a standard typical student Master's thesis composed by a student. Some of the ideas, formulations and conclusions are overly advanced, senior from this point of view. The thesis is then missing typical original ideas on the topic demonstrating critical thinking and ability to draw conclusions based on the knowledge of relevant theory and empirics relevant to student-level knowledge. The policy implications were rather biased. They were following the official individual country position, not taking into consideration the commonly accepted international business interpretation. An example is an assessment of an intellectual property rights issue and a seemingly one-way suppression of Chinese auto companies. It will be reflected in the suggested questions for the discussion during the defense.

### **3) Methods:**

No hypotheses have been stated. A comprehensive strategic management framework based approach as it is used in business and also taught in the Masters Program of Charles University has not been used. The other methods and the theoretical explanations, empirical material and analytical tools used in the thesis are relevant to the research topic investigated. Therefore, the thesis topic is not fully comprehensively analyzed as required.

### **4) Literature:**

Relevant strategic management academic and management literature has been used. At numerous places, however, information is stated without a reference to the source. Selected concrete examples are mentioned in the below paragraph.

### **5) Manuscript form:**

The thesis is clear and well structured. The English language is very good. Proper referencing is missing at numerous places. Some references are not concrete, a wide range of pages as a source is mentioned without proper citations, as for instance ref. 2 on p.2., ref. 3 on p.11., Chandler ref. on p. 6, Hill ref., reference is missing for production on p. 11, etc. For instance Chart 2-2 is not actual, ends in 2016. Public information as sources on p. 19 and 20 are not concrete enough. Literature review is not by CU rules nor in alphabetical order.

### **Summary on cooperation with the author:**

The initial recommendations from our discussions re a master thesis topic selection, based on the student's aim to work on a strategic management topic, were to a project the strategic management framework as a basis for the thesis. After the topic had been finally selected the thesis was developing from an automobile industry advanced professional and state policy representative point of view rather than from a typical Master's student viewpoint. The standard thought evolution process and direct connection and relevance to the study program was missing. The main assignment points, including the formal ones as covered in the respective thesis seminar, were missing and expected to be delivered. Even though the author did contact the mentor numerous times and was gradually sending the individual parts of the thesis, due to the above mentioned aspects it was very difficult for an advisor to mentor such a project.

**Suggested questions for the defense are:**

1. Define the strategic management framework and how it relates to the thesis topic
2. Propose a strategy formulation phase for an automobile production group.
  - a. for a state owned enterprise
  - b. for a private enterprise
3. What is the specific role of the Chinese government in strategic management of Chinese enterprises
  - a. in state owned enterprises
  - b. in private enterprises

**I recommend the thesis for final defense. I recommend the following grade: "E".**

***SUMMARY OF POINTS AWARDED (for details, see below):***

<b>CATEGORY</b>	<b>POINTS</b>
<i>Theoretical background (max. 20 points)</i>	8
<i>Contribution (max. 20 points)</i>	13
<i>Methods (max. 20 points)</i>	11
<i>Literature (max. 20 points)</i>	14
<i>Manuscript form (max. 20 points)</i>	11
<b>TOTAL POINTS (max. 100 points)</b>	<b>57</b>
<b>The proposed grade (A-B-C-D-E-F)</b>	<b>E</b>

**DATE OF EVALUATION: August 21, 2019**



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**Referee Signature**