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## Appendices: Sample of Interview Questions

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### 1. Appendix A: Sample of Interview Questions Based on Dunning' Eclectic Paradigm

Theme 1: Ownership advantages: the aim is to consider how the possession of certain assets gives international oil companies competitive advantages relative to Qatar Petroleum, which in turn, recognises these advantages as various strengths and therefore seeks to engage on the basis of a joint venture agreement with international oil companies in order to reap these advantages. In this book, ownership advantages are broken down into three types asset-specific advantages; transaction cost-minimising advantages; and institutional advantages.

- A. Asset-specific advantages: the possession of intangible assets such as highly sophisticated technology.
  - 1. Do you consider the possession of highly sophisticated technology associated with converting gas into liquid, namely Liquefied Natural Gas (LNG) a competitive advantage?
  - 2. How can the possession of advanced technology associated with Liquefied Natural Gas (LNG) such as engineering and marketing provide international oil companies with a competitive advantage relative to Qatar Petroleum?
- B. Transaction cost-minimising advantages: the possession of the advantages of common governance of assets in different countries as a result of large size and multinational experience.
  - 3. Do you consider large size a competitive advantage that can promote economies of scale (a condition that gives larger firms cost advantages over smaller ones when the output goes up by a greater percentage than the increase in each of the inputs<sup>1</sup>)?

- 4. How can large international oil companies finance large investments associated with the Liquefied Natural Gas (LNG) industry on better terms than Qatar Petroleum?
  - 5. Do you consider experience in international markets a competitive advantage?
  - 6. How can international oil companies manage the risks involved in Liquefied Natural Gas (LNG) projects on better terms than Qatar Petroleum in light of their experience as multinational enterprises?
- C. Institutional advantages: the possession of effective human resources management (i.e. being staffed with the right employees doing the right things at the right time and place<sup>2</sup>).
  - 7. Do you consider having a strong human resource management a competitive advantage?
  - 8. How can international oil companies gain a competitive advantage relative to Qatar Petroleum by using their people effectively?

Theme 2: Location advantages: the aim is to consider why international oil companies are attracted to exploit the Qatari gas industry as a location that is rich in natural gas by entering into a joint venture agreement with Qatar Petroleum. In this book, location advantages are broken down into three advantages: to secure a continual supply of natural gas; to take advantage of an attractive governance infrastructure; and to benefit from an attractive human infrastructure.

- A. Supply of natural gas through access to Qatar's North Field.
  - 9. How can joint venture agreements with Qatar Petroleum entitle international oil companies with the right to acquire ownership of a part of Qatar's North Field's supply of natural gas?

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<sup>1</sup>Baumol and Blinder (2012: 142).

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<sup>2</sup>Jackson et al. (2012: 1–2).

- B. Attractive governance infrastructure through Qatar's political stability (where there is no "likelihood that the government will be destabilised or overthrown by unconstitutional or violent means country, including politically motivated violence and terrorism"<sup>3</sup>).
10. Do you consider Qatar a politically stable country, albeit in an unstable Arab region?
  11. Can you explain how important Qatar's political stability is in attracting international oil companies to make long-term investments on the basis of joint venture agreements with Qatar Petroleum?
  12. To what extent can international oil companies rely on the government of Qatar for the protection of their joint ownership advantages with Qatar Petroleum?
- C. Attractive human infrastructure through Qatar National Vision 2030 which "aims at transforming Qatar into an advanced country by 2030"<sup>4</sup>.
13. Is Qatar National Vision 2030 one of the reasons why international oil companies choose to enter into joint venture agreements with Qatar Petroleum?
  14. Is Qatar's aspiration to build a modern, world-class education system one of the reasons why international oil companies choose to enter into joint venture agreements with Qatar Petroleum?
  15. Is Qatar's aspiration to improve its health care one of the reasons why international oil companies choose to enter into joint venture agreements with Qatar Petroleum?

Theme 3: Joint internalisation advantages: the aim is to consider why international oil companies internalise jointly (by means of joint venture agreements) with Qatar Petroleum. In this research, joint internalisation advantages are broken down into two advantages: minimising transaction-related costs and reducing social-related costs.

- A. Minimising transaction-related costs arising from the problem of seeking individual gain at the expense of the overall benefit to the organisation.
16. Do you think that joint venture agreements provide a foundation of trust between international oil companies and Qatar Petroleum, where joint venture partners are expected to refrain from seeking individual gain?

17. How important are joint decision-making and joint profit distribution (within joint venture agreements) in reducing the problem of seeking individual gain?
- B. Minimising social-related costs associated with the problem of liability of foreignness ("the disadvantage of competing with home-grown firms in the country of production"<sup>5</sup>).
18. How significant is the problem of liability of foreignness which international oil companies are likely to face as a result of investing in the foreign Qatari gas industry?
  19. Can you explain how establishing a good relationship with the government of Qatar through a joint venture agreement with Qatar Petroleum can reduce international oil companies' liability of foreignness?

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## 2. Appendix B: Sample of Interview Questions Based on Giddens' Structuration Theory

Theme 1: Domination Structure: "Who is in Charge here?"<sup>6</sup>  
 The aim is to consider the interactions that are shaped by the positions of power of Qatar Petroleum and international oil companies grounded in their ownership of oil and gas production, control over operations and associated risks. In this book, the domination element of the organisational culture of the Qatari gas industry is broken down into three components: a historical, a regulatory and an enforcement component.

- A. Historical component: The aim is to consider the historical development of legal co-operation agreements between Qatar and international oil companies.
1. Historically, can you explain why joint venture agreements became the dominant type of co-operation agreement in the Qatari gas industry?
  2. Can the choice of joint venture agreement be related to wider shifts of power between international oil companies and Qatar Petroleum in the wider system of international relations, as witnessed, for instance, through the creation of the Organisation of Petroleum Exporting Countries (OPEC)?
- B. Regulatory component: The aim is to understand how the regulation of the Qatari gas industry contributes to the choice of joint venture agreement.
3. Qatari Investment Law No. 13 of 2000 requires at least 51% of a joint venture agreement to be owned

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<sup>3</sup>Kaufmann et al. (2009: 6).

<sup>4</sup>General Secretariat for Development Planning (GSDP) 'Qatar National Vision' (GSDP July 2008). [http://www.gsdp.gov.qa/portal/page/portal/GSDP\\_Vision\\_Root/GSDP\\_EN/What%20We%20Do/QNV\\_2030](http://www.gsdp.gov.qa/portal/page/portal/GSDP_Vision_Root/GSDP_EN/What%20We%20Do/QNV_2030). Accessed 13 January 2012.

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<sup>5</sup>Carlos et al. (2011: 68).

<sup>6</sup>Staber and Sydow (2002: 412).

by a national Qatari company. In your view what is the reason for this requirement?

- C. Enforcement component: The aim is to identify the interactive positions of power of both Qatar Petroleum and international oil companies as evident from their ownership of oil and gas production, control over operations and associated risks.
4. How do joint venture agreements differ from other co-operation agreements such service contracts and production sharing agreements in affecting the power positions of both Qatar Petroleum and international oil companies in terms of ownership of national resources and control over operations with associated risks?

Theme 2: Signification Structure: “This is how we do it in this organisation”.<sup>7</sup> The aim is to consider religion as a signification element of the organisational culture of the Qatari gas industry. It is expected that, for international oil companies operating in Qatar, the need for religious know-how generates a cost of local know-how that is best minimised by partnering with local personnel in the mode of a joint venture agreement. In developing an understanding of the significance of know-how about Islam for conducting business in Qatar, this book distinguishes between “knowing, feeling and doing” as elements of religious know-how.

#### **Knowing (religious beliefs and values)**

5. Can you explain how important it is for foreigners to be sensitive to Islamic beliefs (i.e. believing in God, angles, prophets, holy books, day of judgment and resurrection) and Islamic values (which prevent from mischief such as stealing, killing and lying) when conducting business in Qatar?
6. Can you explain how important it is for foreigners to be aware of the requirements of Islamic law stemming from religious sources (such as *Quran* and *Sunnah*) when conducting business in Qatar?

#### **Feeling (religious commitment)**

7. Can you explain how important it is for foreigners to be sensitive to Muslims’ commitment to the Islamic faith (which offers psychological benefits to Muslims such as spiritual guidance) when conducting business in Qatar?
8. Can you explain how important it is for foreigners to be sensitive to the Muslim community (which offers sociological advantages such as social security support system) when conducting business in Qatar?

#### **Doing (religious practice)**

9. Can you explain how important it is for foreigners to be sensitive to private Islamic religious observation (e.g. personal prayers, fasting) when conducting business in Qatar?
10. Can you explain how important it is for foreigners to be sensitive to public Islamic practice (e.g. public Friday prayers, public call for prayers, conservative dress code, and the month of Ramadan) when conducting business in Qatar?

#### **The most significant Islamic component**

11. In your opinion, which one of the three Islamic components (knowing, feeling, doing) constitutes a significant cost of religious know-how that a foreign company needs to be familiar with when conducting business in Qatar?
12. In your opinion, which one of these three Islamic components can only be minimised by partnering with local personnel through the mode of a joint venture agreement?

Theme 3: Legitimation Structure: “This is how we should do it”.<sup>8</sup> The aim is to consider the influence of the normative rules and moral obligations which specify the importance for the Qatari gas industry of facilitating technology transfer with joint venture agreements as the most efficient co-operation agreement for such technology transfer. In considering technology transfer as a legitimation element of the organisational culture of the Qatari gas industry, this book refers to two themes: the duality of technology and the role of multiple users in the success of technology transfer.

- A. Duality of technology: technology is both physical and social.<sup>9</sup> The aim is to consider the material and social components of technology and explain how key actors in the Qatari gas industry think about the advantages of choosing joint venture agreements and the losses associated with the choice of other co-operation agreements.
13. What type of technology can be transferred from the Western partner to the local partner through joint venture agreements?
14. How can joint venture agreements allow for the transfer of (1) the technical aspect of knowledge (i.e. information); and (2) the social product of knowledge (i.e. know-how)?

<sup>7</sup>See Footnote 6.

<sup>8</sup>See Footnote 6.

<sup>9</sup>Orlikowski (1992: 406).

15. What are the rewards of choosing joint venture agreements over other forms of co-operation agreement?
  16. What are the losses of choosing other co-operation agreements instead of joint venture agreements?
- B. The role of multiple users in the success of technology transfer: “a technology may be designed by one organisation, built by a second and then transferred to a third for use.”<sup>10</sup> The aim is to consider the role of the users of technology (i.e. Qatar Petroleum) and the designers of such technology (i.e. the home of international oil companies) in the success of technology transfer, and explain why a joint venture agreement is the best mechanism for adapting the transferred technology to the needs of the Qatari gas industry.
17. A joint venture agreement is based on transferring technology from the Western partner in industrialised countries to the local partner in a developing country. Do you think the technology being transferred from international oil companies to Qatar Petroleum is appropriate for the current stage of development of the Qatari gas industry? How is the technology transferred?
  18. What is the role of the users of technology (i.e. Qatar Petroleum) in continuing to shape the technology under transfer and adapting it to meet the particular needs of the Qatari gas industry?
  19. How complicated is the technology that is being transferred from international oil companies to Qatar Petroleum?
  20. What is the significance of close contact with joint venture partners in making sure that the transferred technology is successful?
  21. How important are joint venture agreements for specifying how to provide routine maintenance and repairs of the transferred technology?
  22. How can working closely with experienced foreign partners from international oil companies, who are aware of the complexity of the transferred technology, provide the training to improve the capability of Qatar Petroleum in using the technology being transferred?

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<sup>10</sup>Orlikowski note 9 at 422.

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