**Chizema & Kim** (2010). “Outside Directors on Korean Boards: Governance & Institutions”, *Journal of Management Studies*, 47(1), 109-129.

1. Characterize the Korean corporate governance system before the Asian monetary crisis. How did it change after the crisis?
2. What are potential mechanisms to mitigate agency costs between management & shareholders in Korea?
3. What does it mean by “principal-principal conflicts”?
4. Discuss (1) the key concept of institutional isomorphism & (2) what hypotheses the authors developed in an extension of this theoretical perspective.
5. Identify the weakness/pitfall of this study.

**Suh & Howard** (2009). “Restructuring Retailing in Korea: The Case of Samsung-Tesco”, *Asia Pacific Business Review*, 15(1), 29-40.

1. What is the major argument of his article?
2. Clarify why this article is important.
3. What studies have been done by other scholars in accordance with the literature survey section (pp. 30-31)?
4. What characterizes Korea’s retail market?
5. Interpret the key elements in Tables 1, 2 & 3 using your own words with clarity.
6. Explain exactly what strategies Samsung-Tesco have designed & executed. What was the performance outcome of this joint venture?
7. Suggest what prospective foreign investors who aim to enter the Korean retail market should do & should not do.

**Lee & Lee** (2007). Understanding Samsung’s Diversification Strategy: The Case of Samsung Motors Inc., *Long Range Planning*, 40, 488-504.

1. What are the major ideas of this article?
2. Who are the important actors in this article?
3. Explain the rationale behind Samsung’s decision to invest in automobiles. Discuss whether the importance of non-economic factors outweighs that of economic factors with regard to Samsung’s aim to diversify its business portfolio.
4. To what extent did the Asian monetary crisis affect Samsung’s strategic management process?
5. What practical implications for emerging economies can you draw from the articles? What are the crucial lessons for managers who are aiming to diversify the business portfolio?