

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

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# The Case of Samsung-Tesco



## ■ Discussions

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.

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

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## ■ Discussions

1. Explain the **Korean corporate governance system before the Asian monetary crisis. What change was seen 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 or pitfall** of this study.



## ■ The Anglo-American Corporate Governance Model

### ❖ *Key Features*

- **The Anglo-American model** focuses on a number of governance mechanisms including **(1) the separation of ownership from control, (2) financing through the stock market, & (3) the use of independent directors** (Dalton et al., 1998).
- **The Combined Code in the UK** recommends that the board should have **at least ‘3’ executive directors & an equal number of non-executives**.
- In 1996, just before the financial crisis in Korea, **the average number of non-executive directors** in the top 100 of listed corporations **was 6.5 in the UK** (Pope et al., 1998).
- In the UK, **after the publication of the Cadbury Report in 1992**, there was **a widespread increase in the number & ratio of outside directors on boards**, accompanied by a significant improvement in operating performance (Dahya & McConnell, 2007).



## ■ '3' Types of Institutional Isomorphism

### ❖ *Coercive Isomorphism*

- ... is driven by **pressures from other organizations** on which a focal organization depends & by **pressures to conform to the cultural expectations of society at large.**

### ❖ *Mimetic Isomorphism*

- ... is a **response to uncertainty**. In situations where a clear course of action is unavailable, managers may **imitate a peer organization perceived to be successful.**

### ❖ *Normative Isomorphism*

- ... is traditionally a result of **professionalization**, where **members of professions** receive **similar training** & interact through **professional bodies.**



## ■ Reform as a Result of the Asian Monetary Crisis

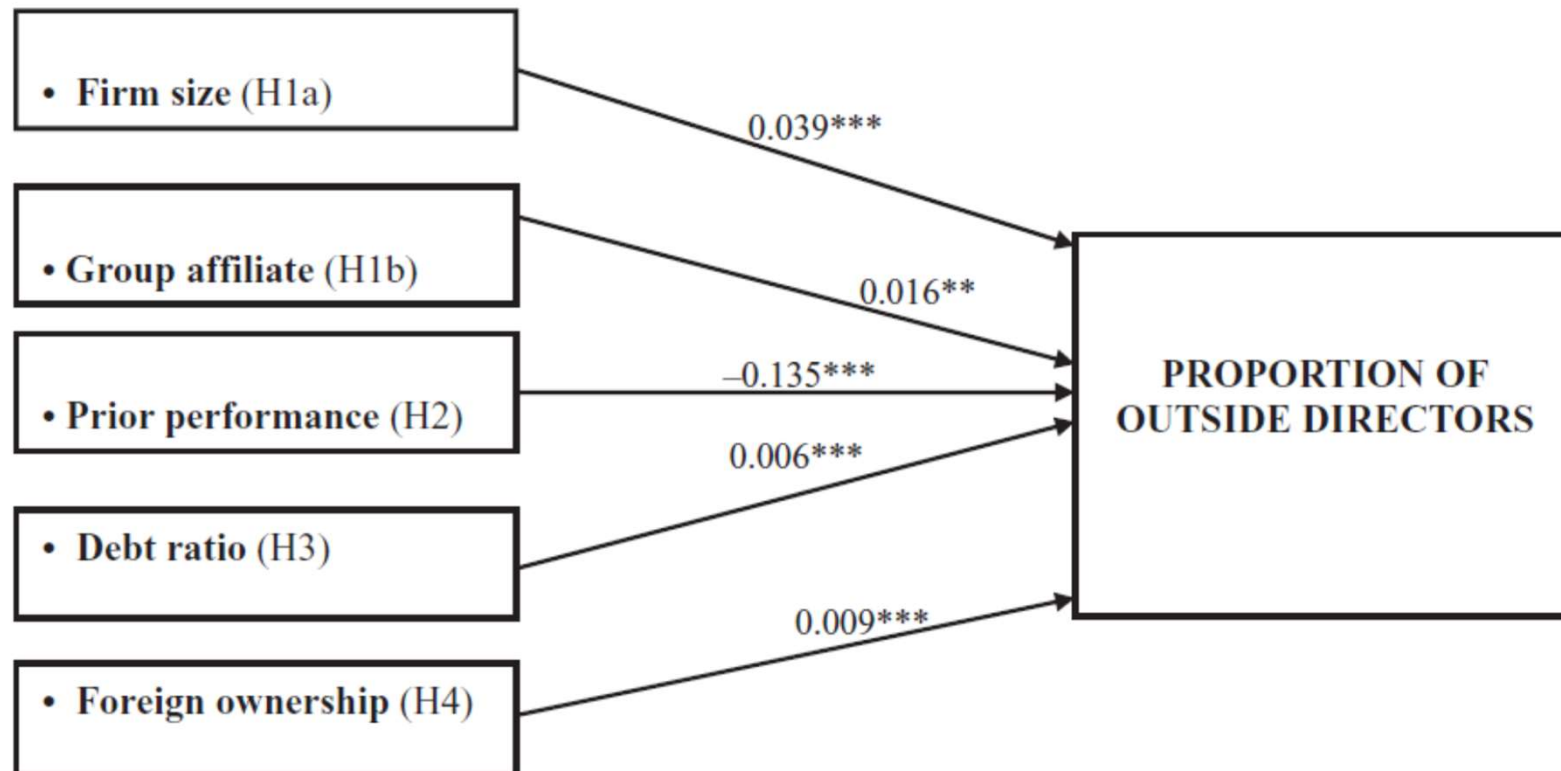
### A period of reform & recovery

- > **Reform & recovery** have moved at a different pace in different countries (e.g., Recovery was very slow in Japan & Indonesia).
- > This period is characterized by:
  - **Improvements of accountability & disclosure** in the banking industry;
  - **The reduction of favourism & corruption** caused when officials control access to licenses and capital;
  - The opening of markets to **foreign competition**;
  - The adoption of **international standards in accounting, trading, & intellectual property rights**, often via bodies such as **WTO**;
  - A rise in **professionalism**, in both management & administration;
  - The adoption of **democratic processes** in politics
- > Part of this reform & recovery: Firms take the notion of **CSR** serious & try to be more accountable publicly for the ethics of their behavior.
- > Asian countries are **converging** on a Western formula for organizing their societies & economies.

# Outside Directors on Korean Boards



## ■ A Summary of Results through the Conceptual Model





*‘Very Important’ Advice on the Final Exam*

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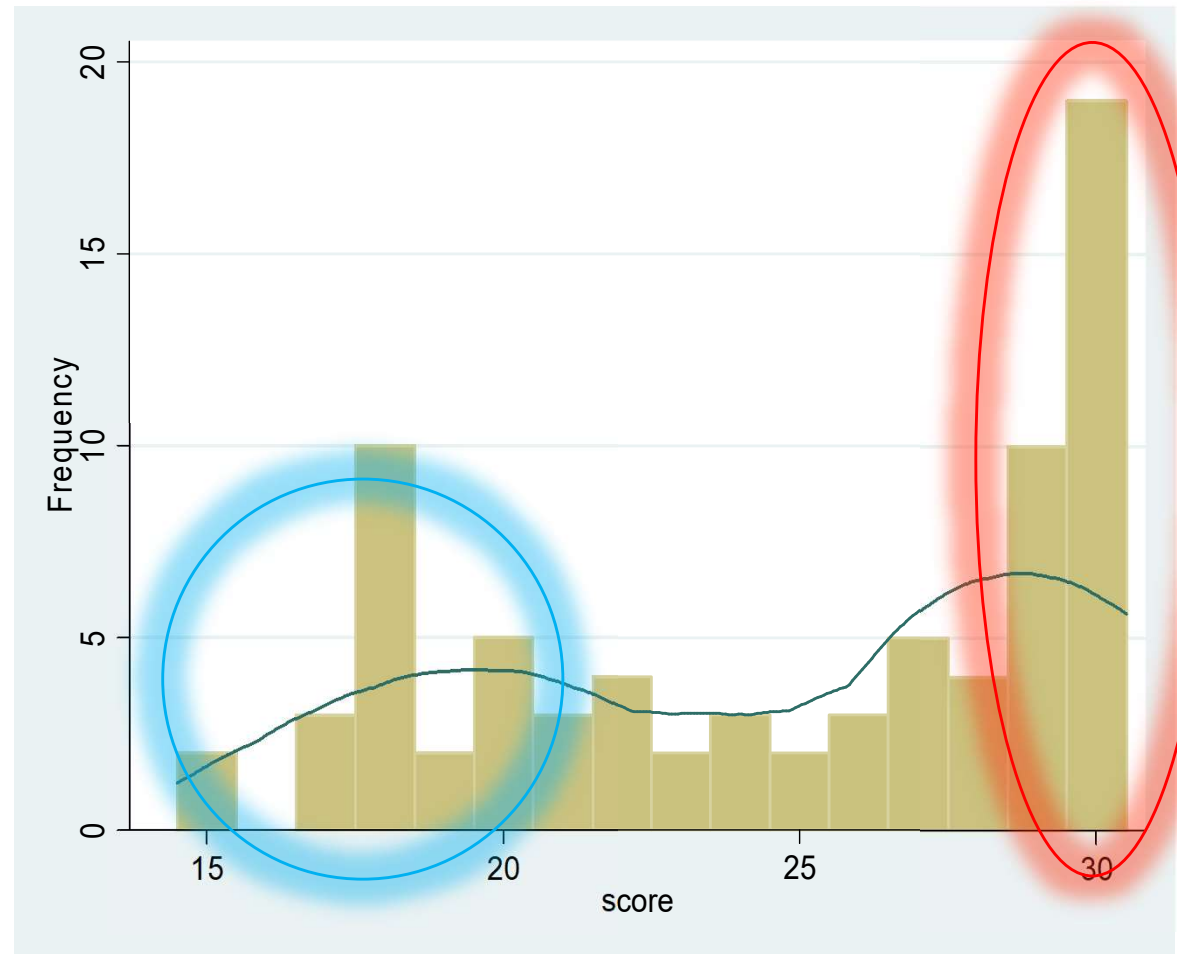
# The Final Exam



## ■ Histogram of the Results: The Final Score in 2022-2023

### COMMENTS

- **5 out of 77 scripts** showed very disappointing performance with **less than 18 points**.
- A rate of failure: **6.5%**.
- An average score: **24.7 points**
- **19 students (24.7%)** were awarded marks of **30 or more**.
- **14 students** received **30L**.
- **Attending students** receive **higher marks** than **non-attending students**.
- **Attending each lecture with thorough preparation** is key to success.



Source: Own illustration

# The Final Exam



## ■ Key Points

<input type="checkbox"/> Attending student <input type="checkbox"/> Non-attending student Candidate Number

Universita degli Studi di Bergamo

FINAL EXAMINATION  
Fall 2022

International Business & Trade

Assessment Period: Fall 2022

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**DO NOT TURN OVER UNTIL INSTRUCTED  
TO BY THE LEAD INVIGILATOR**

Candidates must attempt **3** questions.

Duration: **120** minutes.

At the end of the examination the question paper will be collected from you before you leave the examination room.

<input type="checkbox"/> <b>Attending student</b> <input type="checkbox"/> <b>Non-attending student</b>
<b>Candidate Number</b>

- ❖ The duration of the exam is '120' minutes;
- ❖ There are '3' sections;
- ❖ You **MUST** select **ONLY '1'** question for each section.

# The Final Exam

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## ■ Important Exam Instruction

- ❖ You **MUST** come to the official exam venue **punctually at least 15 minutes** before the start of the exam.
- ❖ In other words, I will **NOT** permit you to take the exam if you come late for whatever reason you may have.
- ❖ You **MUST place your bags in the corner of the room (NOT on the chair)**;
- ❖ **Your mobile phone (or any other communication devices) MUST be switched off & put inside your bag**;
- ❖ You **MUST** return to me **all the documents** including (1) **an exam question sheet**, (2) **answer sheet(s)**, & (3) **a document for taking notes** at the end of the exam session;

# The Final Exam

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## ■ Important Exam Instruction

- ❖ **ONLY pens** (if necessary, highlighter, whiteout, ruler etc.) & **your official ID** are placed on the table;
- ❖ **NO** Apple watch (The clock will be projected on the screen);
- ❖ You **MUST** take **ONLY an assigned seat** for you;
- ❖ You **MUST** write as legibly, completely, & clearly as possible;
- ❖ **Any unethical & improper behaviors** (*i.e.*, frauds, cheating & any other malpractices etc.) will result in severe penalties;
- ❖ The **quality** of your exam scripts will be **evaluated** based on the **top 10% students** as an official benchmark in a **fair manner**; &
- ❖ Should you **decide NOT to show up** in my exam even if you officially signed up, please do let me know as a **courtesy**.

# The Final Exam

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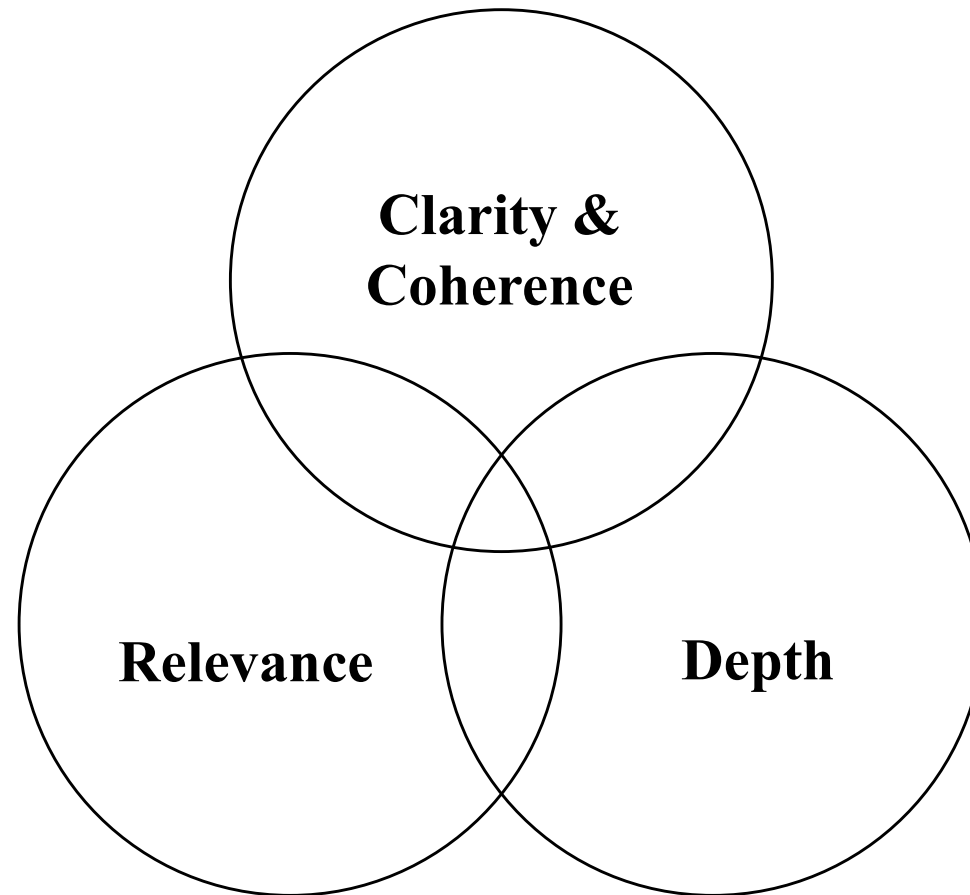
## ■ How to Achieve High Scores?

- ❖ Demonstrate in-depth **KNOWLEDGE** !
- ❖ Constructive, logical & rational **DISCUSSIONS** !
- ❖ ‘**NO**’ speculation/guess in the preparation process !
- ❖ Understand the **RATIONALE** behind the context of international business !
- ❖ Not “what” questions but “**HOW**” & “**WHY**” questions !
- ❖ **CLEAR** writing with **NO** mistakes in spelling, grammar & vocabulary !

# The Final Exam



## ■ Golden Rules



# The End of This Entire Course

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**You made it ! Congratulations !**  
***“Keep demanding the best from  
yourself always”***

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