

Skills for the Workplace

Module Assignment Submission

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Module No:	BMSK4004_LON
Module Title:	Problem Solving and Decision Making
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Executive Summary

This report will be focused on an organisation called Samsung, big successful companies can entertain and inspire you, however they can face very unfortunate circumstances. During the report I will discuss some of the problems Samsung faced with their products and services, thriving positively you always turn things around and make a comeback to make a full recovery by solving the problems encountered. In, addition SWOT Analysis which will show the strengths, weaknesses, opportunities and threats. PESTEL Analysis will also be carried out on Samsung, followed by recommendations and suggestions which I shall suggest based on opinion.

During this case-study we will learn valuable and vital knowledge, for growth into the business dedication, perseverance and motivation is required businesses can be full of mistakes and hardship will come through challenges. Good management, leadership and the synergy will lead to a growth.

Introduction

This report will be focused on an organisation called Samsung. Samsung was first founded as a grocery store in Korea in 1938, founder Lee Byung- Chull started a small business in Taegu, which is now South Korea, where he traded noodles and other good produced around the city and they were then sent to China at his province, after the Korean War Lee developed the trade into textiles and decided to open the biggest woolen mill in Korea to help his country to redevelop from the war, during the time of helping his country the Korean government helped Lee's business to shield and protected the business from competition and arranged easy financing.

Samsung is one of the world's most successful electronics manufacture. During this report I will explain some of the problems Samsung faced and I will also write about the route cause of one of the problems caused by Samsung's product.

During the report I will explore. SWOT and PESTLE analysis on Samsung, which will also be shown alongside a diagram that will help problem solving such as fishbone Ishikawa, Forcefield Analysis, Michael Porters five forces. I will also do my own recommendations and suggestions.

History

Samsung was found as a grocery trading company on 1st March 1938 in Daegu, Japanese Korea. Founder was Lee Byung-Chul.

1938 – Lee Byung-Chul started his business of trading noodles and other goods produced in and around the city, Lee also exported the goods to China at his province.

1969 – Samsung first entered the electronics industry in 1969, Black and white televisions were their first electronic, in the 1970s Samsung started to export home electronic products overseas, by this time the company was at its major success and the largest manufacturer in Korea.

1970 – The textile manufacturing process developed in the 1970s to cover the full line of production. To better contend in the textile industry production took place from raw materials all the way to the end.

1978 - Aerospace division was created which was to serve businesses developing needs for systems expansion.

1980 – In Samsung's technology business it was alleged that in the late 1970s and early 1980s it was at its rapid expansion and further electronic branches were established.

1985 – In 1978 aerospace division was created, and in 1985 SDS (Samsung Data System) was introduced which did the similar as aerospace but SDS is faster and more effective to serve business growth which helped Samsung become a leader in information technology services.

1990 – Samsung maintained its development in the global electronics market beyond its success over the years also brought corporate scandals that afflicted the company including several bribery cases along patent- infringement suits. Despite all that

Samsung continued to advance their technology and product quality, ranging from LCD screens to computer monitor semiconductors.

2000 – Samsung's Galaxy smartphone brand were established in the 2000s, instantly the smartphones became the companies most praised device. Samsung stayed on top of the list for the latest and best-selling phones in the world.

2005 – In 2005 Samsung became the official sponsor of Chelsea, (The English premier league football club)

2006 – Samsung was the top and best manufacturer for televisions in 2006, Samsung also became an official sponsor of the Paralympic games.

2007 – Samsung became an Olympic technology sponsor.

2008 – Samsung Established TV manufacturing in Russia.

2009 – Samsung's brand value was ranked No.19 in the world, by Interbrand's the best global brands.

2010 – In 2010 merged with Samsung digital imaging, also launched the Galaxy smartphone series with Android OS

2011- Samsung signed protection sharing license agreement with IBM.

2012 – Samsung took 9th place among global top 100 brands with a brand value of USD 32.9 billion.

2013 – In the global market Samsung launched Galaxy S4 in 2013

2014 – Samsung released the world's first 105" curved UHD TV, unveiled the world's first 85" bendable UHD TV.

Samsung blamed falling Korean currency and increasing local competition which they faced in 2014 when Samsung's profit declined.

2015 – Samsung managed to maintain No.1 place in the global TV market for 10 consecutive years, unveiled Sleepsense, a personal sleep monitoring device that helps people sleep better.

Samsung recovered in 2015 through new launches on Galaxy note series and S series, after the fall in 2014.

2016 – Samsung brought Galaxy S7 and Galaxy S7 edge to the market, Samsung revealed spectacular 2016 Quantum dot TV lineup to start a new decade of global TV leadership.

2017 – Samsung came up with debut world's first cinema LED screen, Samsung unveiled Galaxy S8 and the S8+ including the Note8.

2018 – Samsung supplied world's first 5G network commercial equipment in the US (FWA) and the Korea (NR mobile). Samsung had also announced they have plans to employ 40,000 employees in the following 3 years.

Number of employees: (2018) 320,671

2019 – The Galaxy S smartphone line is still running strong with the Galaxy S9 which was launched in 2018,

Discussion

Some of the problems Samsung is facing with their products and services

- Exploding phones
- Exploding washing machines
- Battery and charging issues
- Phone won't turn on
- Internet issues
- Screen flickering issues

I will be carrying out Swot & pestle analysis to analyse the problems using the fishbone Ishikawa Diagrams and forcefield analysis. In the SWOT and PESTLE you will be able to see what the pros and cons are for Samsung and I will also attach a diagram of SWOT and PESTEL which is done on Samsung, and shows some of the examples.

Companies must follow Ishikawa Diagram to see if and when the problems occur how to best to resolve them, by taking advantage of the diagrams.

Samsung's largest problem is that they phones can not be fixed, Note 7's were rushed into the market the batteries hadn't been independently tested, like the competitors for example Apple do. The problem of the Note 7 started off gradually and the problem wasn't easily repaired or refurbished. Dozen of the Note 7 caught fire and two recalls meant the complete cancellation of the device.

It had become so dangerous that the U.S government warned not to carry Note 7 on the flight due to the danger of explosion, had anyone been found with a Note 7 on the plane could be subject to criminal prosecution.

BBC news states operating profit fell by 56% from a year earlier by the world's largest smartphone and memory chip maker Samsung. The US- China trade war resulted in broader slowdown in the company, the argument between Tokyo and Seoul also effected disruption to its chip business

SWOT Analysis

SWOT Analysis of Samsung

Strengths

- The world's most successful electronics manufacturer
- The world's largest manufacturer of television sets, LCD panels, mobile phones and smartphones.
- The world's largest market share in mobile phones in the second quarter of 2015.

Strengths

S

Weaknesses

Weaknesses

- Declining share in the smartphone market
- Strong competition from Chinese brands like Xiaomi
- Lacking in software

Opportunities

- Growing market for smartphones in developing countries
- New technologies like wearable tech

Opportunities

O

Threats

Threats

- Chinese competitors
- Dominance of Apple in the US
- Lawsuits against the company

T

SWOT and PESTEL Analysis in companies and industries have been used to exhibit the strategic planning. SWOT and PESTEL is a tool that the employers must make use of and train the managers to follow too, taking the advantage of this tool you can analyse the internal and external factors that impact on the situations and the environment of the business operates.

SWOT:

- Strength
- Weaknesses
- Opportunities
- Threats

PESTEL

- Political
- Economical
- Social
- Technological
- Environmental

- Law/ Legal

Strengths • Strong brand variety image • Trusted by millions • Global existence • Expanded range of products • Very high research and development • Product innovation and design • Research and development • Award winning brand • Ecologically friendly innovations • Stronghold in the Asian markets	Weaknesses • High diverse portfolio • Nonstarter in having a clear brand position • Heavily dependent on the American market • The decline in smartphone sales
Opportunities • Expanding to incipient geographies • Invest massively in analysis and development • Target mid-tier or conventional customer section • Triple Protection proposition • HR Management • Diversification and Acquisitions • Growing online market from sales channels such as Amazon	Threats • Growth and development of Chinese troupes like OPPO and Vivo • Highly forceful market developing • Controversies • Increased competition • Legal and regularity threats

Samsung is the worlds most successful electronics manufacture, Samsung is also the worlds largest manufacture of television sets, LCD panels mobile phones and smartphones. Samsung was the largest market share in mobile phones in the second quarter of 2015.

Competitive advantages of Samsung are their customers their brands. Global existence they are trusted by millions and have expanded in their range.

PESTLE Analysis

P	E	S	T	L	E
Political	Economic	Social	Technological	Legal	Environmental
• Increasing political focus on healthcare • Global governments look for healthcare savings • Britain voted to leave Europe causes political turmoil	• Increasing labor cost • Inflation • Consumer confidence is low • Low fuel prices and interest rates helps promote growth in market capacity	• Increasing attention in healthcare	• Opportunity: Advertise through social media	• Hello World Pharmacy was fined \$450m for pollution issues	• Adverse weather condition causes the temporary suspension of some factories • Growing attention to environmental protection

PESTLE for Samsung

PESTEL Analysis

Political Factors

In many grounds the political battle will confront the company. There has never been a healthy or stable relationship between North and South Korea, wars and barriers have always been a danger in the trade, apart from when in the past Samsung had come across many political confrontations.

Economic Factors

Samsung blamed falling Korean currency and increasing local competition which they faced in 2014 when Samsung's profit declined. Samsung had to invest in marketing to which the profits reduced even further. Supremacy of Samsung was still intact as the number one mobile phone manufacturer but as 70% of the company's business id based on telecommunication devices therefore any slowing down of the business has a huge impact on profitability. Samsung recovered in 2015 through new launches on Galaxy note series and S series.

Social Factors

The company grew tremendously when the major transformation took place in Samsung. In 1996 Samsung reviewed its performance reward policy and based it on a merit. As conservative environment gave freedom of speech and emphasis on the quality of employee's life and reduced the meeting hours. Earlier on bosses in Samsung were considered as a fatherly figure and employees as family, south Koreans started to receive education abroad and that's when they realised the importance of life and work balance.

Technological Factors

Samsung initially started off by copying designs and features, then at some point they started to develop their own design and features as well. They have a wide range of products such as refrigerators, TV's to smartphones, therefore it has technological superiority over others. Samsung collaborated with Russia to purchase cheap scientific research from them. (Shaughnessy, 2013).

Environmental Factors

To contribute to the community Samsung has partnership with suppliers who share their viewpoint of environment protection. Health and safety measures have been applied at manufacturing facilities at Samsung and since it manages 90% of its production therefore monitoring is no longer an issue. Samsung meet all local and international standards of environment and abide by local body rules and regulations.

Law/Legal Factors

Government have forced various laws regarding copyrights, patent and breaches, Samsung has been under a lot of media highlight after its competitor Apple filed 6 allegations forward in 2011 for copying its touch zoom concept and in 2012 5 out of the 6 allegations were proved true in eyes of the law and Samsung had to pay \$1 billion in fines.

Root Cause Analysis

'According to Humrick.M, (2017) Root Cause Analysis for Samsung listing its results of its investigation into the battery explosion that overwhelmed its Galaxy Note 7.

Problems started soon after it went on sale in August 2016. As the root cause in initial investigation detected faulty batteries were from one of its suppliers as the root cause. It became clear that the Note 7 problem was more complicated without a result in hand.

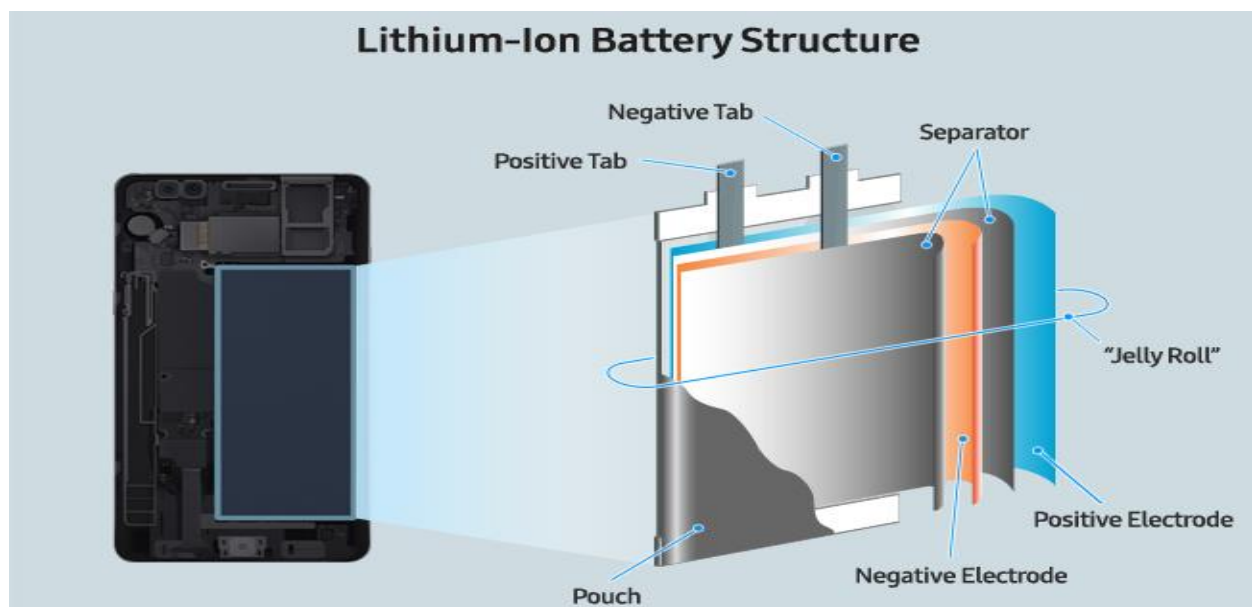
Samsung were forced to cease production and suspend sales of the Note 7 in October 2016.

Samsung worked to uncover the root cause of all Note 7's battery explosion. The company's own internal investigation involved over 700 engineers and gathered data from the testing 200,000 phones and 30,000 Note 7 batteries.

Investigation revealed that Note 7 explosion was caused by different design and manufacturing fault in the electric battery from both suppliers. Diagram below shows the battery construction.

The batteries used in the Note 7 were designed of long strips to separate the Negative tab and positive tab electrode foils and crammed a separator in between to create an assembly inside a Heat-sealed polymer pouch as the diagram below shows.

Electrode were welded to the Positive and negative foils for exterior assembly level.'



'At last, these examinations uncovered that the Note7 explosions were brought about by various structures. In addition, assembling surrenders in the batteries from the providers.

The lithium-Particle batteries utilized in the Note7 were built from long segments of a protecting separator sandwiched among positive and negative cathode thwarts spirally twisted to make an anode get together inside a warmth fixed polymer pocket. Terminal tabs were pit together to the positive and negative foil anodes for outer association focuses.

For the batteries from Samsung SDI (alluded as "Organization A") the polymer pocket did not give enough space to the negative cathodes in the upper-right corner nearest to the negative tab, either through normal extensions and the extraction of the battery while charging and discharging, or through damage triggered amongst assembling or get together (as found by UL).

The negative anodes were bowed in the wake of reaching the pocket corner, extending the separator. On the off chance that the separator was excessively slim in certain examples, which improve the probability of this sort of failures.'

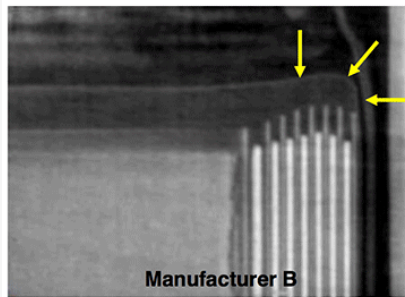
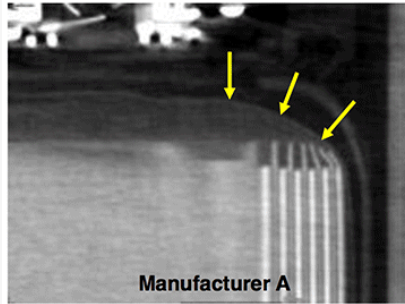
Root Cause: Manufacturer A

- In the view of the testing and examination the undoubtedly main driver for the warm failure of certain Manufacturer A cells were resolved unintended harm to the negative electrode's windings reliably towards the side of the cell nearest to the negative tab.

When examined by Samsung and Exponent, the unintended damage was present.

- Initial investigation of cells from manufacture B demonstrated no lacks in the pocket, plan or assembly.

Diagram below shows Manufacture A and Manufacture B in this you can see the tabs and assembly of the product.



'To decrease the possibility of forthcoming battery failures, Samsung is applying an 8-point battery safety check that involves added examination and testing, and refining training for everyone involved in conducting batteries, both through assembly and shipping. It's also adding more space and bracket around the battery to protect it from crush related failures, improving the safety standards for the material inside the battery, and refining its software procedures Galaxy S8 will benefit from these new procedures and structures, noting that they will meaningfully impact the S8's release date, which will happen sometime after mobile world congress this year.'

8-Point Battery Safety Check

Since the Galaxy Note7 recall, we've re-assessed every step of the smartphone manufacturing process and developed the 8-Point Battery Safety Check. It involves putting our batteries through extreme testing, inside and out, followed by careful inspection by X-ray and the human eye. We are making a stronger commitment to safer devices.

8-Point Battery Safety Check Test



Durability Test

It starts with enhanced battery testing, including overcharging tests, nail puncture tests and extreme temperature stress tests.



Visual Inspection

We visually inspect each battery under the guideline of standardized and objective criteria.



X-Ray

We use X-ray to see the inside of the battery for any abnormalities.



Charge and Discharge Test

The batteries undergo a large-scale charging and discharging test.



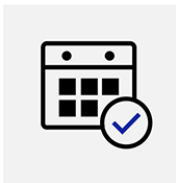
TVOC Test

(Total Volatile Organic Compound)
We test to make sure there isn't the slightest possibility of leakage of the volatile organic compound.



Disassembling Test

We disassemble the battery to assess its quality, including the battery tab welding and insulation tape conditions.



Accelerated Usage Test

We do an intensive test simulating accelerated consumer usage scenarios.



ΔOCV Test

(Delta Open Circuit Voltage)
We check for any change in voltage throughout the manufacturing process from component level to assembled device.

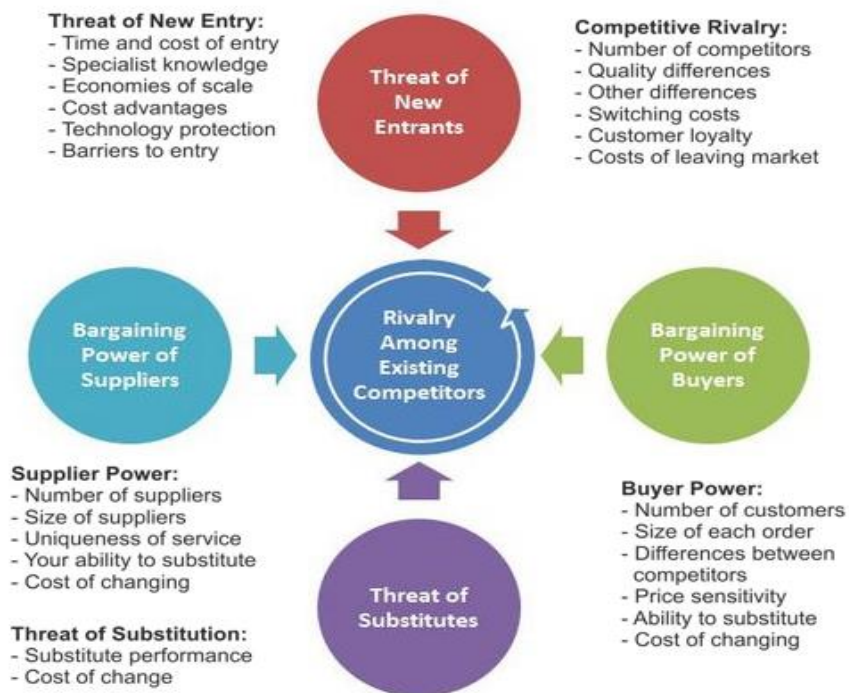
'Samsung is concerned to move past the Galaxy Note7 and start the way towards recollecting customer trust, which is one motivation behind why it's sharing the consequences of its investigation. In a further offer to improve battery safety all through the business and fix its disrepute, Samsung said it will share its new 8-point assessment plan with worldwide model's association.'

Michael porters 5 forces

Porter's Five Forces Framework is a tool for investigating opposition of a business. It draws from industrial organisation (IO) economics to originate five forces that regulate the competitive strength and, therefore, the appeal (or lack of it) of an industry in terms

of its profitability. An "unappealing" industry is one in which the effect of these five forces decreases overall productivity. The most unattractive industry would be one approaching "pure competition", in which available profits for all companies are determined to normal profit levels. The five-forces viewpoint is related with its inventor, Michael. E. Porter of Harvard university. This context was first published in *Harvard Business Review* in 1979.

Five Forces Analysis (Porter)



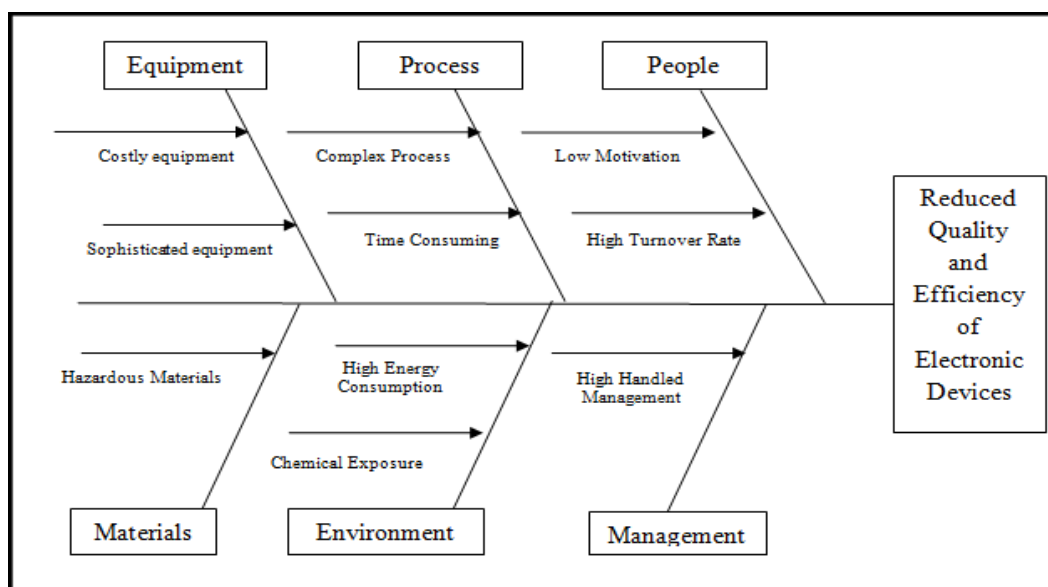
Micheal. E. Porter, (1979).

Porter refers to these forces as the microenvironment, to contrast it with the more general term microenvironment. They comprise of those forces close to an organisation that affect its ability to serve its customers and make a profit. A change in any of the forces normally requires a business unit to re-assess the market given the overall change in business data. The overall industry attractiveness does not imply that every business in the industry will return the similar productivity. Firms can apply their main abilities, business model or network to attain an income above the manufacturing average. A clear example of this is the airline business. As an industry, effectiveness is low because the industry's fundamental construction of high fixed costs and low variable costs afford enormous latitude in the price of airline travel. Airlines tend to compete on cost, and that drives down the profitability of individual carriers as well as

the industry itself because it shortens the conclusion by a customer to buy or not buy a ticket.

Root Cause Analysis

Fishbone / Ishikawa Diagram



Karou Ishikawaw

Forcefield Analysis

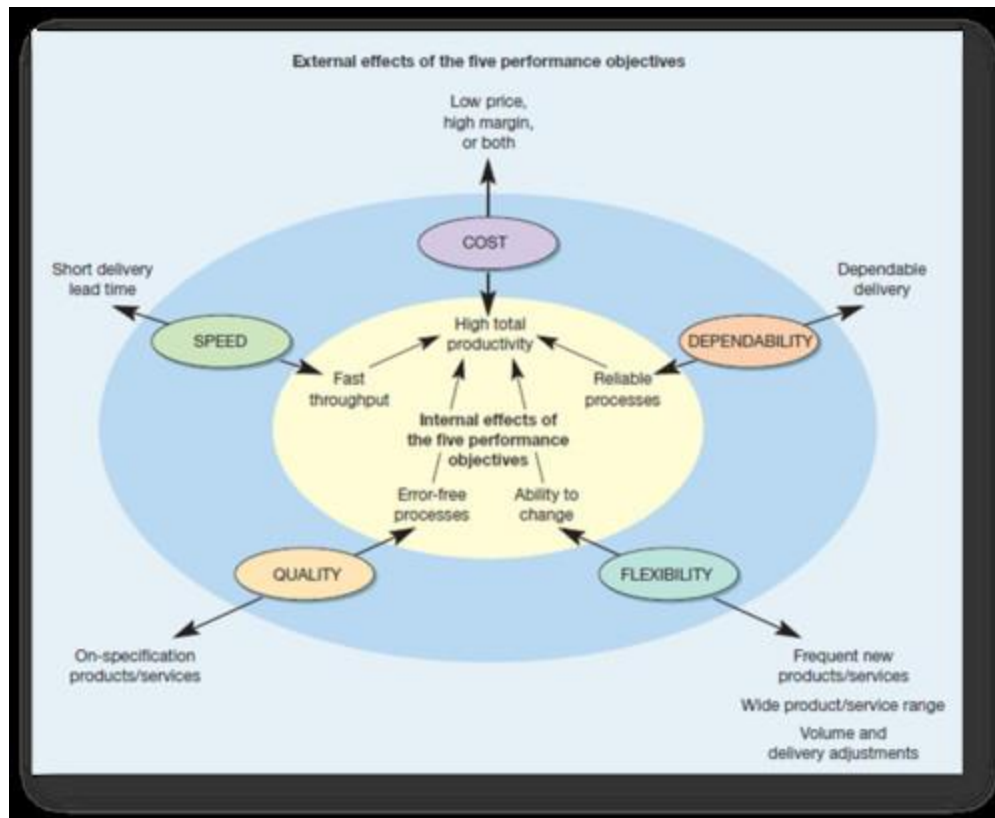
THE VALUE OF ADKAR Change Management

Mark Hui



Five Operational Performance Strategic decision-making tools

'To attain its purposes and enhance the conclusion through development plan and layout, Processes Organisation trusts on five interconnected performance purposes. The levels of trade-offs between cost, dependability, flexibility, quality and speed impacts the decision making differently.'



Recommendations/ Suggestions

I would suggest when the first few battery explosions took place the production of the Note 7's should have been ceased until the cause of the explosion was found, but they continued productions until several thousand of batteries exploded and that's when they decided to seriously find the cause of the problem, initially they wanted to blame the suppliers, more safer and sensible for Samsung and for their customers was to cease all the Note 7's until safe to sell.

Samsung is a very strong brand and to keep their good reputation in place would be customer satisfaction. I personally like Samsung products and have purchased smartphones washing machines and LCD / LED televisions and I have never experienced any problems with them.

As an experienced business they Samsung failed to look at the reasons failing for example:

1. Testing the batteries thoroughly before putting them on the market
2. Failure to adapt to product to meet customer needs
3. Failure to carry out thorough market research

It has been suggested that the ultimate reason for business failure is poor management and leadership. According to the business Guru, Brain Tracy, "Leadership is the most important single factor in determining business success or failure in our competitive, turbulent, fast-moving economy"

Based on a study by the US Bank, the main reason businesses fail are as follows:

- Poor business planning
- Poor management
- Poor Marketing
- Poor business planning
- Poor research in brand
- Poor communication

I would suggest that Samsung should have had a better or alternative plan in case of a "what if" scenario. As a leader you know your competition, leadership is about providing value to your customers keeping the customers happy is the companies success.

One of the more significant earlier works was by Ross and Kani (1973), gave 'Ten commandments' which if broken could lead to failure

1. You must have a strategy.
2. You must have controls.
3. The board must participate.
4. You must avoid one-man-rule.
5. There must be a management plan in depth.
6. Keep informed of, and react to, change.
7. The customer is king.
8. Do not misuse technology.
9. Do no manipulate your accounts.
10. Organise to meet employees' needs.

'Samsung Electronics' single greatest competition in terms of overall market share is Apple. As of 2014, Apple outpaces Samsung in nearly every form of personal computing (desktop, laptop, tablet). Though Samsung became the market share leader in smartphones in 2011, Apple's introduction of higher quality, direct substitutes in Q4 of 2014 brought about a drastic exchange of market share. Although Samsung has dominated the adolescent smartwatch market for the first few years of its inception, the recent Apple Watch launch brought about a drastic disrupt in market leadership. It is estimated that Apple will possess about half of wearable market share within two years.

My first recommendation is one that Samsung has already begun implementing on a select few products; increasing the quality of their offerings. Samsung has a fairly similar pricing structure to that of Apple. However, the vast majority of their products do not feel nearly as "premium" as Apple's. An increased emphasis on build quality could go a long way, a fact that Samsung is clearly aware of, considering its newest flagship phones bears a striking resemblance to the iPhone. However, this is also one of Apple's strongest areas, so it may be difficult to stay competitive in this department.

Another option that Samsung has is to separate itself from such close competition with Apple and focus on lowering prices to compete more directly with the likes of Xiao's smartphones or Dell's and HP's computers. Though they may not be able to cut costs as much as some of these companies, they do own most of their supply chain (many through acquisitions), so they should have no problem pricing somewhere in the middle. Surely the average consumer would be perfectly willing to spend slightly more on a Samsung phone as opposed to a comparable phone made by a less familiar company.

Samsung is currently performing very well in the television market. TV is one of the divisions where Samsung's quality has always shined. It is, however, crucial that they are wary of Apple's inevitable entrance into televisions. In the event that Apple launches its own TV in the near future, Samsung may need to rethink either their pricing structure or find a new "killer feature" to differentiate them from the competition. Additionally, considering Samsung provides invaluable components for most of its closest competitors, it would be wise to reconsider their terms. Samsung currently produces nearly all of the displays for Apple's devices. Eliminating this procurement process could provide an additional barrier to entry for Apple and others looking to branch out.

It will be interesting to see how Samsung's business strategy changes in the coming years. Their vision for the year 2020 places an emphasis on innovation. However,

Conclusion

I started of the report by explaining what will happen in the report, I then discussed about some of with the problems Samsung faced and carried out SWOT and PESTEL on Samsung, I also researched on the problems and came across some very useful diagrams such as fishbone / Ishikawa, ADKAR which helps to see what could be done to sort out the problems or to decrease the problems from occurring. Businesses must follow steps through Ishikawa / Fishbone diagram to resolve the problems they have faced or to avoid facing such issues. During the report I mentioned one particular problem that Samsung faced and that was the battery explosion of the Note 7 after some research I have explained what the problems were and what caused the battery on the Note 7's to explode. Referring back to the diagrams I felt things could be less complicated and straighter forward if the Forcefield analysis, Fishbone Ishikawa and Michael porters five forces strategies are taken in consideration.

If the battery of the Note 7 was tested appropriately before rushing it in to the market the it would have avoided the explosions, not only that customers have lose trust in the company, so make the device look more slimmer and smarter the battery did not have enough room to breathe. As mentioned in the root cause in detail of the problem that caused the explosions, I feel that Samsung took an appropriate step to cease all of the Note 7s and cancelled production of that series, however after did take their time to cease until then more expositions took place. Samsung is a well know and well-established Manufacturer which I believe can regain customer trust back I myself have a Samsung TV and Samsung smartphone and have no problems. There are always problems in businesses but when and how quickly are they resolved is the question and Samsung in this situation Samsung should have immediately taken action and saved their brand name and I have no doubt they will regain trust from customers as they strive for better and compete with a very well known competitor Apple.

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