

# **해외진출 한국기업의 명과 암: 글로벌 경영관리의 어려움**

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“급증하는 해외직접투자와 해외법인”

그러나, **관리의 어려움**

왜 해외법인 관리가 쉽지 않을까? 시행착오가 많을까?

“한국기업”이라는 행위자(**player**)  
“해외진출”과 “해외사업장”(**playground**)에 대한  
객관적 이해가 필요

## 1. “한국기업”이라는 행위자(player) 이해하기

“다른 (different)”



“독특한 (unique)”



- 한국과 일본은 전세계 유이(有二)한 아웃라이어
- 한국기업과 한국인은 독특하다!

# 한국/일본 기업의 공통점

## 한국/일본기업이 글로벌 경영관리가 쉽지 않은 이유

- 언어
- 일본식 내부노동시장(internal labor market)의 경직성 및 폐쇄성
- 높은 권력거리 (power distance)
- 본국 중심의 글로벌 경영관리 (ethnocentric policy)
- 글로벌 경험 부족 및 현지 사정의 특수성 (특히, 한국기업의 경우)
- VUCA시대/ 코로나시대 HQ-Subsidiary간 더욱 더 긴밀한 의사소통 필요 & 주재원 중용

# 이론적 논의 (한국/일본 기업의 공통점)

## 언어의 중요성 & 한·일 글로벌 경영관리 관련 연구 (예시)

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### RESEARCH ARTICLE

## Language in International Business: A Review and Agenda for Future Research

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**Abstract** A fast growing number of studies demonstrates that language diversity influences almost all management decisions in modern multinational corporations. Whereas no doubt remains about the practical importance of language, the empirical investigation and theoretical conceptualization of its complex and multifaceted effects still presents a substantial challenge. To summarize and evaluate the current state of the literature in a coherent picture informing future research, we systematically review 264 articles on language in international business. We scrutinize the geographic distributions of data, evaluate the field's achievements to date in terms of theories and methodologies, and summarize core findings by individual, group, firm, and country levels of analysis. For each of these dimensions, we then put forward a future research agenda. We encourage scholars to transcend disciplinary boundaries and to draw on, integrate, and test a variety of theories from disciplines such as psychology, linguistics, and neuroscience to gain a more profound understanding of language in international business. We advocate more multi-level studies and cross-national research collaborations and suggest greater attention to potential new data sources and means of analysis.

**Keywords** Language · Linguistic diversity · Literature review · Interdisciplinary theorizing

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## The determinants of expatriate staffing by Japanese multinationals in Asia: control, learning and vertical business groups

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### Abstract

We empirically examine the determinants of the decision whether or not to appoint an expatriate as the managing director of overseas affiliates for a sample of 844 Japanese manufacturing affiliates operating in Asia in 1995. Confirmation is found for hypotheses derived both from a control and coordination perspective on expatriation and from a knowledge creation and learning perspective. Strategic dependence of the parent on the affiliate increases the propensity to appoint expatriates, whereas localisation of the affiliate reduces it. Organisational experience in the country, both by the affiliate and by the firm, increases the probability that host country nationals will be appointed. Inter-firm relationships within vertical keiretsu groups impact on expatriation policies through inter-organisational knowledge exchange in host countries and the mitigation of localisation requirements owing to intra-group transactions.  
*Journal of International Business Studies* (2005) 36, 341–354.  
doi:10.1057/palgrave.jibs.9400135

**Keywords:** expatriate managers; Japanese firms; keiretsu

### Introduction

The question of whether an expatriate should run a firm's foreign affiliates or not has – directly or indirectly – been a topic of management research for the past 25 years (e.g., Tung, 1982; Kobrin, 1988; Boyacigiller, 1990; Sohn, 1994; Banai, 1995; Wang et al., 1998; Downes and Thomas, 2000). Edström and Galbraith (1977) were among the first to categorise the reasons for transferring personnel abroad. In their classic *Administrative Science Quarterly* article they distinguished between three motives:

- (1) filling positions;
- (2) management development; and
- (3) organisation development.

Each of these motives provides different reasons for employing either

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### COMMENTARY



## Ready for global success? Strengths and weaknesses of Korean HRM

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### Abstract

Fueled by a highly dedicated and highly skilled workforce, South Korea (henceforth Korea) has enjoyed tremendous economic growth and developed numerous successful global companies. In the past, Korean companies benchmarked Japanese and US HR practices. However, Korean companies are now at the crossroads, facing slowing economic growth rates, an aging population, changing gender roles, and an increase in foreign employees. This article reviews the strengths and weaknesses of Korean HRM and presents some tentative recommendations how Korean companies can respond to these challenges. If Korean companies intend to continue their global success, they are recommended to adapt their staffing strategy, organizational culture, and corporate language policies to embrace an increasingly diverse workforce.

**Keywords** Korea · Human resource management · Global talent management · Human resource practices · Staffing · Organizational culture

### Introduction

As a country lacking natural resources, it is astonishing how rapidly South Korea (henceforth Korea) catapulted itself from a poor, developing country in the 1960s into an industrialized economy within a few decades. One of the main drivers for this miraculous development is the highly dedicated and highly skilled Korean workforce. Thus, studying human resource management (HRM) in Korea is a fruitful activity to better understand the underlying reasons for the nation's success.

In line with socio-economic changes, Korean HRM evolved in three phases (Froese 2019): pre-1987, 1987–1997, and post-1997. In the first phase, Korea was under a strict military regime and enjoyed high economic growth rates. Confucianism and Japanese HRM greatly influenced Korean HRM resulting in a seniority-based system and lifetime employment. The second phase was characterized by globalization

# 이론적 논의 (한국/일본 기업의 공통점)

## 한국/일본 기업 연구 결과

- HQ=블랙박스(blackbox): 매뉴얼화가 부족한 암묵지식이 대부분
- HQ 경험 없는 현지 리더의 한계
  - 현지리더가 HQ의 철학과 전략에 대한 이해부족
  - 현지리더가 HQ의 contact points를 잘 알지 못함
  - 현지리더가 법인 요구사항을 HQ에 관철시키는데 한계
  - 현지리더가 HQ에서 필요한 resources 가져오는데 한계
- 현지리더에 운영·책임은 맡겼는데, 의사결정 권한은 현지화하지 않음
- 무늬만 현지화

# 이론적 논의 (글로벌 경영관리)

	Ethnocentric (본사중심)	Polycentric (현지중심)	Geocentric (글로벌)
Strength	<ul style="list-style-type: none"> <li>- 본사전략전파 용이</li> <li>- 스피드</li> <li>- 현지 우수인력확보 미흡시 효과</li> <li>- 기술유출 우려해소</li> </ul>	<ul style="list-style-type: none"> <li>- 동기부여</li> <li>- 저비용</li> <li>- 현지사정이해도 높음</li> <li>- 현지화 선순환</li> </ul>	<ul style="list-style-type: none"> <li>- 인력활용</li> <li>- 글로벌 컴페니 이상향</li> <li>- 동기부여</li> </ul>
Weakness	<ul style="list-style-type: none"> <li>- 동기저하</li> <li>- 악순환</li> <li>- 주재원 고비용</li> <li>- 현지사정이해 부족</li> </ul>	<ul style="list-style-type: none"> <li>- 본사-현지법인 소통 우려</li> <li>- 스피드 우려</li> <li>- 신뢰(인력&amp;기술 - 이직) 우려</li> <li>- 모니터링 &amp; 통제력 저하 우려</li> </ul>	<ul style="list-style-type: none"> <li>- B2B 제조업 적합성 미흡</li> <li>- 고비용</li> <li>- 현지국 비선호</li> </ul>

Nissan Korea  
타케히코 키쿠치  
국적: Japanese (HQ person)



BMW Korea  
김효준  
국적: Korean (local)



- No one-size-fits-all policy (유일한 정답은 없다!)
- Trade-off (일장일단)
- 한국/일본기업은 대부분 본사중심접근

## 2. “해외사업장”(playground) 이해하기

해외진출에 수반되는 외국비용(LoF)의 지속 및 증가

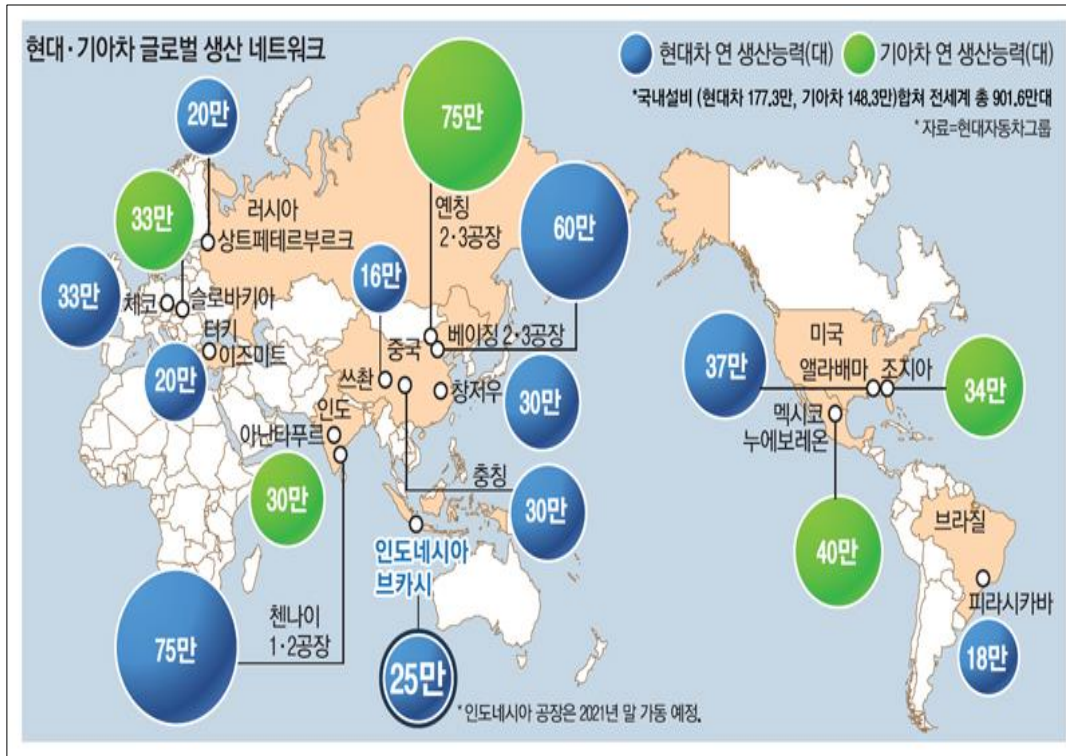
# 외국비용 & 외국기업의 불리함

**외국비용**(liability of foreignness, disadvantages of being foreign)

- 정의(definition): 진출국에서 "외국기업"으로 겪게 되는 추가적인 비용 및 불리함
- 로컬기업에는 해당되지 않는 외국기업만 겪는 불리함과 비용
- "홈그라운드를 떠나서 해외로 진출하는 자체가 불리함을 만드는 행위"
- 개발도상국의 경우: 불투명한 정치사회시스템으로 인한 텃새 비용 상당함
- 선진국의 경우: 최근 보호무역주의 심화로 외국기업에 대한 차별 심화 (예: 미국, EU)
- 외국비용의 다양한 층위
  - 정보(information)
  - 문화(culture), 현지규범(local norms)
  - 네트워크(network)
  - 차별(discrimination against foreignness)

해외진출국가 중 이머징마켓의 높은 비중  
이머징마켓 (시장기회, 그러나 숨겨진 리스크와 코스트)

## 예시 (현대&기아차)



현대·기아자동차 해외 공장 현황		
	국가	소재지
현대	미국	앨라배마
	러시아	상페부르크
	브라질	피라시카바
	중국	베이징
		충칭
		창저우
	체코	노쇼비체
	터키	이즈미트
	인도	첸나이
기아	중국	염성
	미국	조지아
	인도	안드라프라데시
	슬로바키아	질리아

자료 : 현대자동차그룹

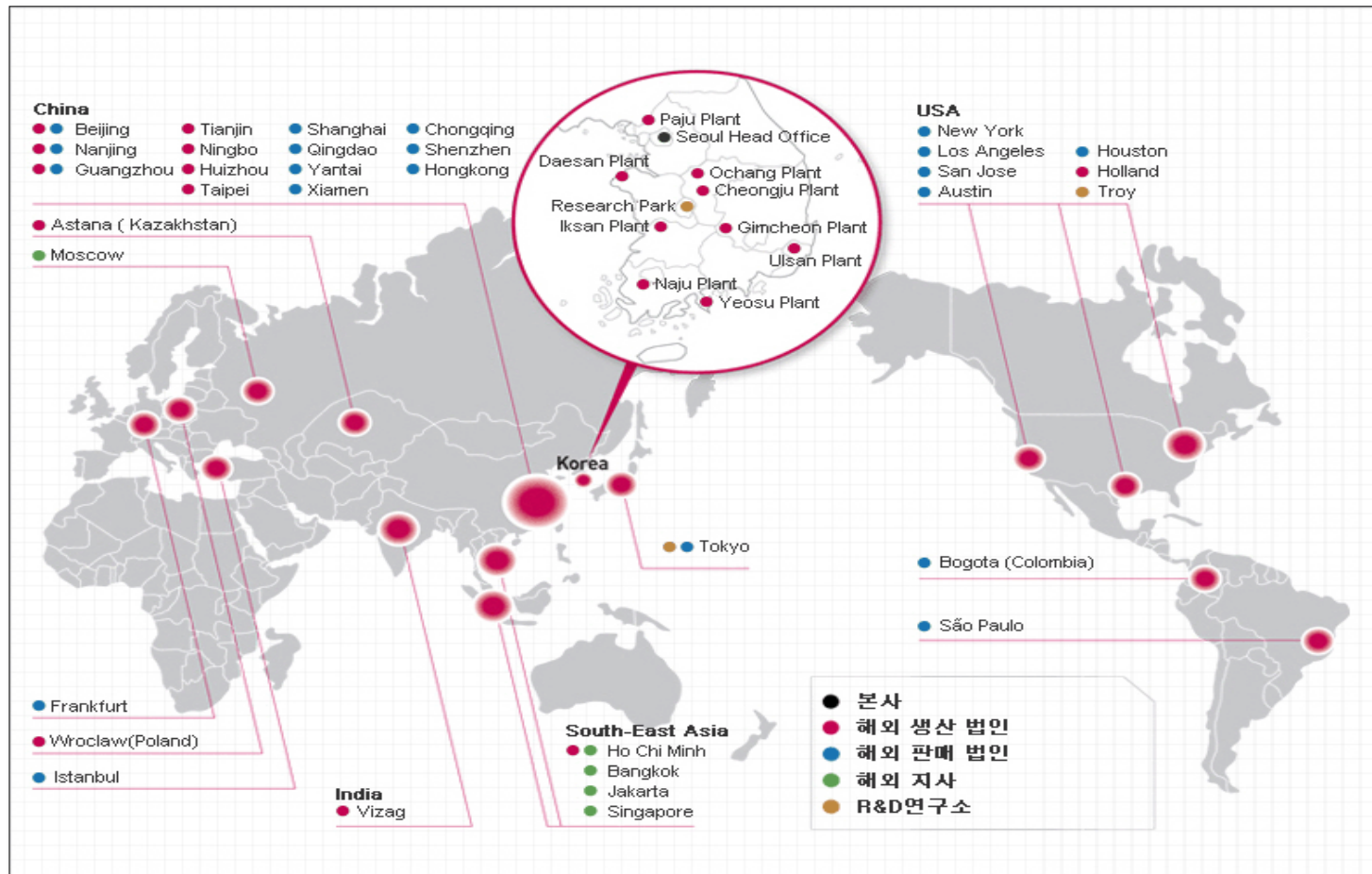
## 예시 (POSCO)



# 예시 (Samsung)



# 예시 (LG화학)



## BENEFITS

- 시장크기
- 구매력
- 성장잠재력
- 요소시장

## COSTS

- 정치적 비용
- 사회적 비용
- 경제적 비용
- 법적 비용

## 경영환경분석

## RISKS

- 정치적 리스크
- 사회적 리스크
- 경제적 리스크
- 법적 리스크

이머징 마켓은 (숨겨진) 리스크와 코스트가 크다!

## 고민거리

“급증하는 해외직접투자와 해외법인”

그러나, 관리의 어려움

왜 해외법인 관리가 쉽지 않을까? 시행착오가 많을까?

## 강의 요약

한국기업이라는 행위자(player)

해외진출과 해외사업장 특성(playground)

## 개선 방안

본사문화 본사시스템 현지인력 주재원 글로벌거버넌스

지역전문가 진입방식 HR현지화 CSR