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人才在地化：韓商青島個案研究
Localization of HRM for Korean Companies
in Qingdao City
(English version)

研究生：蔡奎載
Student: Mark Chae(Chae, Gew-jae)

指導教授：陳德昇 博士
Advisor: Dr. Chen, Te-sheng

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Student No.: 95925035

Master's Candidate: Mark Chae(Chae, Gew-jae)

Director: Professor Chen, Te-sheng

Abstract

After the establishment of diplomatic relations between Republic of Korea and People's Republic of China in 1992, investments by Korean into China continue to rise. Shandong and Jiangsu provinces take the lead in attracting investments from Korea, while Chengyang District, Qingdao witnesses the pool effects of Korean firms with "Korean Town" in place. The seasoning of Korean firms in the region calls for the localization of top management. Korean firms do not take it for granted that local subsidiaries need to be dictated by Korean people when it comes to long-term operation and continued success. The human resources management pattern of Korean firms is conducting the localization amid the era of globalization, by nurturing technical personnel and managers to bring local elements into play.

Key Korean investors in Chengyang District are labor-intensive, mid- and small-scale enterprises. In the year 2008, Korean firms get burdened by the implementation of the State Employee Contract Law, the rise in minimum wage, and the appreciation of Chinese Yuan (RMB). Negligence of Korean firms also gives rise to problems of labor. The present thesis strives to grasp how the labor

management system operates in large, mid and small scale enterprises of several industries in Qingdao, draws out the degree of localization, and conducts in-depth analysis of situations and solutions.

Exploratory research is practiced throughout the paper. Thorough interview were conducted to gather material, and analysis and confirmation is based on case studies. Compensation and position, the degree of trust, and the interaction of local government, the Korean enterprises and the workers are at the core of the paper.

Keywords: Korean Enterprises in China, HRM, Localization, Chengyang District of Qingdao



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