

아시아 관점에서의 한국 경영과 관리

01차시

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☞[00:03] All right, I hope everybody had a good rest. Okay, all right.

Shall we start second session?

☞[00:12] Great, great, are you ready?

All right, okay.

☞ [00:21] So, this maybe another way to summarize the Korean culture characteristics, right?

For example, Hierarchical Collectivism, Patriarchal familism, Authoritarianism, State consciousness, Secularism, and Nationalism, and so forth.

☞[00:46] Now, some of the things, I think could be explained by Hofstede model, but some of the things are not well explained by Hofstede model.

☞[00:57] So, we will try to look at other factors affecting this characteristics.



🔊**[01:05]** For example, we know that culturally Korea is basically Confucius, Confucianism base to society.

🔊**[01:16]** So, let's take a look at briefly, what Confucius teaching is about?

Okay.

🔊**[01:32]** Confucianism.

He, we will come back, okay?

🔊**[01:36]** He is a wise man in old China around fifty century BC, so two thousand five hundred years ago, okay?

🔊**[01:52]** Now, at the time, he was living, the society was not that stable.

🔊**[02:00]** Many countries were fighting with each other.

🔊**[02:04]** A lot of conflict, in a country of conflict going on when he was living.

🔊**[02:10]** And that's why I think he stressed the harmony.

Peaceful relation with each other.

Nation to nation, person to person, and to maintain peaceful relations.

🔊**[02:26]** Certain rules should be observed according to his view.



🔊**[02:26]**What kind of rules should be observed?

Five golden rules which basically talk about relationships between different types of people.

🔊**[02:44]**For example, relationship between ruler, and commoners, relationship between husband and wife, or relationship between parents and child, relationship between two friends, or younger people verses older people.

🔊**[03:06]**But, if you look at those relationship very carefully, we can pretty much characterize hierarchical relationship.

🔊**[03:16]**Except perhaps the relationship between friend to friend.

🔊**[03:22]**But, there is a still very legit hierarchy.

There is a strong hierarchy between rulers and commoners.

🔊**[03:32]**People should respect the king, should obey the king, and wife should obey husband, children, if you have the children, you should obey to your parents.

The strict hierarchical relations.

🔊**[03:50]**And that's why I think, we think, Korean culture is heavily, is characterize hierarchical collectivism influenced by Confucianism.

🔊**[04:05]**That's I think one important aspect when you talk about Korean culture.

🔊**[04:13]**Now, another....if you look at this just to give you ideas.



🔊[04:23] This kind of relationships.

🔊[04:25] Male always goes first, women should follow.

🔊[04:32] The hierarchy, that's why he very comfortable, right?

🔊[04:37] But his wife walking, walking.

🔊[04:45] Preference of son over daughter, right?

🔊[04:51] Things are changing these days, but the traditionally Korean families, they always want to have many boys instead of many girls.

🔊[05:11] Respect for old people.

🔊[05:14] When your parents get old, who should take care of your parents?

🔊[05:24] Obviously, one of the kids, one of the children.

🔊[05:27] Most likely the eldest son, eldest son has a strong responsibility to take care of his parents.

🔊[05:36] That's a tradition.



🔊**[05:39]** That's why when the parents passed away, the majority of wealth, the parents' wealth would go to the eldest son.

🔊**[05:50]** I think in a traditional Chinese family structure, when parents passed away, normally the wealth would be equally distributed to the males, sons.

🔊**[06:08]** Let's say, so both we have three sons and each son is entitled to get one third of wealth of their parents in China.

🔊**[06:20]** But in case of Korea, I would say 80%, sometimes 90% of family wealth would go to the eldest son.

🔊**[06:30]** So that's I think big difference.

🔊**[06:33]** That's why the role of eldest son is very important in family.

🔊**[06:40]** He has a very strong leadership role representing the whole family.

🔊**[06:49]** And the second son and third sons supposed to follow the eldest son, very respect.

🔊**[06:57]** That's why the Korean organizational culture has to be more hierarchical than China or maybe even Japan.

🔊**[07:08]** Because of the difference in family structures.



🔊**[07:15]** Sure, go ahead.

🔊**[07:33]** I was wondering when I read through the paper because I am not [07:36] is that also hierarchy in the religion itself like that you have a pope like in the Catholic of priest.

🔊**[07:48]** For example, if you get married that you need to go to the priest who decides like if you get married, oh what's that, kind of celebration because, and the text it sounds like that just ritual, but not really rules like be happened the Christian religion like how and marriage should be because it's not really came to out of the text and I was wondering

🔊**[08:07]** You mean, the marriage ceremony?

🔊**[08:09]** Yeah, for example other like, as we have and the Christian as everything really rule, like that strict rules andsound more open.

🔊**[08:20]** Have you ever seen Korean wedding ceremony?

🔊**[08:24]** No.

No, not yet.

🔊**[08:26]** Strongly encourage you to visit “한국의집” Korea House in the downtown.

The 한국의집 Korea House where the many traditional marriage ceremony taking place, probably every weekend.



🔊**[08:45]** Normal people, they just want to have traditional wedding ceremony and they request, they rent the place and if you go there very certain formalities, all kinds of detail procedures you watch.

🔊**[09:04]** So there are certain formalities in traditional marriage ceremonies.

🔊**[09:10]** There somebody who could preside the marriage ceremony and of course, I think, one of the things, it's a bowing with each other, the husband and wife bowing with each other.

🔊**[09:27]** They exchange drink of liquor with each other, all kind of little things happened.

🔊**[09:35]** But, many Koreans, even Koreans since many of them haven't seen that traditional marriage ceremony, they don't know

🔊**[09:45]** But there are some formalities.

🔊**[09:52]** So, anyway.

🔊**[10:03]** One thing I could add here besides, sorry, besides Confucianism would be influence of Christianity these days in Korean social life.

🔊**[10:19]** There are many Christians in Korea.

🔊**[10:24]** If you go to highlights building in the evening in Seoul, you may see so many cross, red cross all around.



🔊**[10:37]** Red cross stands for the church.

🔊**[10:39]** You may see many church buildings around, right?, in the evening.

🔊**[10:43]** If you go to fifth floor this building, you can count maybe ten different churches.

🔊**[10:49]** So very strong, I think, influence of Christianity in Korea.

🔊**[10:56]** After I think the beginning of twenty century.

🔊**[11:00]** Why do you think Korean people they accept Christianity?

🔊**[11:08]** Since the beginning of the twenty century.

🔊**[11:11]** If you go to many other countries, sometimes the Christianity creates kind of conflicts with local traditions, some local people they have strong objections against the western Christianity.

🔊**[11:32]** If you go to, probably some African countries, but Christianity always welcome in Korea, why?

🔊**[11:43]** There is a little bit of historical background.

🔊 **[11:48]** Yes?

🔊 **[11:54]** Where is the microphone?

🔊 **[12:10]** I think because a lot of missionaries from western countries, they helped a lot, helped a lot Korean culture and Korean people, and for example, if you see Yonsei University, Yonsei University is established by one missionary and, yeah, that's, and they actually built hospital and helped a lot because.... it's out of point, but Korean University was established by Korean national account member, anyway, the one of the

🔊 **[12:51]** Government official.

🔊 **[12:52]** Yeah, so..

Mr. Lee Yonglk.

Korean mentality, but anyway, yeah.

🔊 **[12:57]** Okay, so many western missionaries around 1910 or 1920, they came to Korea and they made all kinds of sacrifice to build up infrastructure.

🔊 **[13:13]** Social infrastructure such as educational system, or hospital, or orphanage, things like that.

🔊 **[13:20]** As you mentioned, the Yonsei University was established by one of the prominent, I think American missionaries.

🔊 **[13:29]** And Ewha Women's University, which is another well-known university here, was also established by the western missionaries.



- ▶▶ **[13:41]** Another important point, you want to add something?

- ▶▶ **[13:51]** What I know about the spread of Christianity is kind of different.

- ▶▶ **[13:57]** I know that the general method of when the Christianity is spread out is missionaries' work, but in case of Korea, some educated people, they first accepted Christianity in the form of Western studies.

- ▶▶ **[14:13]** And then they wanted to liberate the social system that was very strictly regulated by Confucianism.

- ▶▶ **[14:23]** And I thought that those highly educated people that were not government officials, they kind of influenced people around the region and then they started to believe.

- ▶▶ **[14:39]** Okay, so educated people, many educated people, they accept Christianity as the personal religion, but I think another reason why Christianity is well accepted is their role in the independence of Korea from Japan.

- ▶▶ **[14:59]** Many Western missionaries were encouraging the Korean activist[s] during the Japanese rules, and that, I think is very interesting part of history of Christianity in Korea.

- ▶▶ **[15:14]** And that's why many Korean people, they easily accept the Western Christianity.

- ▶▶ **[15:22]** And interesting enough, today, Korea is one of the major countries who is sending lots of missionaries abroad.

- ▶▶ **[15:33]** So we are sending missionaries to UK, maybe France, many European countries as well as African countries.

- ▶▶ **[15:41]** It's very different role, interesting role of Korean Christians.

- ▶▶ **[15:49]** All right. So let's move on.

- ▶▶ **[16:02]** So I want to, by showing this diagram, I want to kind of summarize what I want to say regarding Korean social or cultural influence on business.

- ▶▶ **[16:17]** Traditionally, perhaps up to 1970s, all the Korean society were heavily influenced by 3 important factors such as strong nationalism.

- ▶▶ **[16:35]** Why Korea has so strong nationalism?

- ▶▶ **[16:40]** As I mentioned, probably in the first session, Korea is basically one race, one culture, one language society for probably 4,000 years or so.

- ▶▶ **[16:52]** So there is a strong solidarity among Korean people.

- ▶▶ **[16:57]** And I think they are kind of proud of their strong heritage of being one nation for such a long period of time.

- ▶▶ **[17:06]** So that's probably the part of the reason why Korea has strong nationalism.

- ▶▶ **[17:12]** If Korea had, let's say, Korea consist[ed] of 5 different races.

- ▶▶ **[17:19]** I don't think we could have strong nationalism like today, but we have only one.

- ▶▶ **[17:27]** Although because of the globalization and multiracial marriages these days especially in rural areas, this nationalism may be weakened, today and the future, but still I think this is the dominant feature.

- ▶▶ **[17:47]** Because of the Korean war, experience of Korean war, so that's why South Korea tends to be basically strong anticommunist.

- ▶▶ **[17:59]** Because of their experience.

- ▶▶ **[18:01]** My father, for example, my relatives lost their lives in Korean war.

- ▶▶ **[18:08]** And they knew how terrible the communism, I mean North Korean regime was.

- ▶▶ **[18:15]** Another factor was obviously Confucianism.

- ▶▶ **[18:18]** So these are the 3 important factors.

- ▶▶ **[18:21]** But if you move to modern Korea, maybe Korea after 1980, then maybe other factors [are] also affecting Korean society and Korean culture.

- ▶▶ **[18:33]** For example, because of the fast economic development in 1970s and 1980s, people tend to be..people became more affluent economically.

- ▶▶ **[18:48]** And they became a little bit materialistic, so that's why there's strong secularism, the materialistic, because they like to make money.

- ▶▶ **[19:02]** And they saw many people making huge amount of money around them.

- ▶▶ **[19:08]** So that, I think, is also affecting Korean society.

- ▶▶ **[19:14]** And still, strong confrontation between North and South, and another important factor I should emphasize is democratic movement.

- ▶▶ **[19:26]** So we are now [in a] democratic society.

- ▶▶ **[19:30]** Not a dictator, dictator-ruling society.

- ▶▶ **[19:35]** So there are other factors also affecting Korean society, maybe individuals, the government, or families, company, and so forth.

- ▶▶ **[19:48]** Yes. Could you pass the microphone to Matis?

- ▶▶ **[20:00]** I was wondering the democratic movement you mentioned.

- ▶▶ **[20:03]** Doesn't it go against many values that we discussed before like



collectivism or power distance?

- ▶▶ **[20:12]**How come, what were[?20:13] made that come up to democratic movement in (indistinct)?

- ▶▶ **[20:18]**Now we have several Korean students, anybody would like to answer?

- ▶▶ **[20:23]**Why, why suddenly Korean people were interested in having democratic society

- ▶▶ **[20:32]**as opposed to traditional dictator-ruling society? Anybody would like to explain?

- ▶▶ **[20:40]**Maybe Korean student could provide better answer.

- ▶▶ **[21:03]**The question was “Why Korean people were suddenly interested in democratic movement in 1980s or early 1990s?”

- ▶▶ **[21:15]**I think the people’s desire for freedom can be defined as something that’s happened out of nowhere.

- ▶▶ **[21:28]**Even though people in South Korea traditionally have been accustomed to the hierarchy system and the oppression,

- ▶▶ **[21:37]**there was always a movement for freedom from downwards,

- ▶▶ **[21:41]**whenever there was something going on that they thought was inappropriate or not right from the upper level



- ▶▶ **[21:49]**there always have been a riot from downwards.

- ▶▶ **[21:52]**So I guess that's the basic desire and how people react towards freedom and naturally, the democracy.

- ▶▶ **[22:06]**I haven't really discussed in detail about democratic movement in 1970s and 1980s,

- ▶▶ **[22:15]**but if you look at modern Korean history after, let's say 1950, after Korean war

- ▶▶ **[22:25]**there has been always continued efforts to have full democracy, especially among young people,

- ▶▶ **[22:35]**the student groups. The college student groups,

- ▶▶ **[22:39]**they were always fighting against the government regime. Dictator regime.

- ▶▶ **[22:46]**So when I was a college student in 1975 to 1980, during that period,

- ▶▶ **[22:57]**later part of the 1970s, actually we could not study because every day, almost every day,

- ▶▶ **[23:06]**there was a government issue which students disagreed.

- ▶▶ **[23:14]**They normally go[went] to the entrance door to have a big rally against the government almost every day.

- ▶▶ **[23:25]**So what happened is the government, they did not like this, so after one month of tolerance,

- ▶▶ **[23:32]**we start a new semester on March 2nd.

- ▶▶ **[23:38]**So maybe around the first week of April the government announced suddenly,

- ▶▶ **[23:43]**that all the universities will be closed.

- ▶▶ **[23:47]**No more demonstrations allowed, and students should go home.

- ▶▶ **[23:52]**So we didn't really finish any semester.

- ▶▶ **[23:55]**There has been always struggling, and I think that's a part of democratic movement in 1970s.

- ▶▶ **[24:05]**And also, I guess this is a kind of global trend,

- ▶▶ **[24:08]**as the economy becomes more affluent

- ▶▶ **[24:12]**there is a strong desire to have a better democratic system.

- ▶▶ **[24:21]**That's a kind of global trend.

- ▶▶ **[24:23]**I would mention about China, this is a sensitive issue to them but I think that is a kind of global trend.

- ▶▶ **[24:32]**So if you look at newly affluent economies, there is strong desire or need to have democracy.

- ▶▶ **[24:43]**Of course there may be many exceptions.

- ▶▶ **[24:51]**So that's part of my explanation.

- ▶▶ **[24:57]**So anyway, let's take a look at some pictures of Korea today.

- ▶▶ **[25:02]**Try to understand better the changing Korean culture and society.

- ▶▶ **[25:12]**Do you have.. Is this picture very familiar to you?

- ▶▶ **[25:19]**What is it?

- ▶▶ **[25:20]**If you go to Namsan mountains, I don't know whether you climbed up to Namsan mountains,

🔊 **[25:27]** you can easily see this kind of pictures full of apartment complex here and there.

🔊 **[25:40]** Actually, this apartment complex is very well-known residential area called Apgujeong.

🔊 **[25:52]** Apgujeong Hyundai apartment complex, one of the most expensive apartments in Gangnam or in Seoul areas.

🔊 **[26:04]** How expensive?

🔊 **[26:07]** How much would three bedroom cost, can you guess?

🔊 **[26:11]** Typical 3 bedroom apartments in ApgujeongGangnam area would cost probably I would say 1.5 million US dollars.

🔊 **[26:27]** Very same for 3 bedroom apartment cost 1.5 million.

🔊 **[26:37]** This is another apartment complex probably I think in Sanggyedong district, Sanggyedong No won Gu district which would be northeast part of Seoul.

🔊 **[26:50]** You will see tons of similar apartments in Sanggyedong like this.

🔊 **[26:59]** Now in Korea many people you can see having the condominium or apartment like this as a kind of life goal.

🔊 **[27:14]** If you start career your first immediate goal would be to own small sized



apartment by saving.

🔊 **[27:24]** That's kind of typical goal for most Koreans.

🔊 **[27:29]** So if you work very hard for 10 years you may be able to get about this size of apartment and you will be very happy.

🔊 **[27:39]** Your family will be very happy.

🔊 **[27:43]** But downside people who could not afford to buy this modest size of about apartment, they would be very much disappointed.

🔊 **[27:57]** They feel pressured, they feel like losers.

🔊 **[28:02]** They create all kinds of social pressures.

🔊 **[28:05]** And what happen I think later part of 1990s and after 2000 was big appreciation of value of apartment in Korea.

🔊 **[28:20]** So if you miss that opportunity to buy a apartment before financial crisis you may be big regrets right?

🔊 **[28:32]** So owning your own apartment or not is a big criteria in whether you are well established group or kind of poor group in Korea.

🔊 **[28:44]** And another countries having an apartment may not be that big issue.



🔊 **[28:50]** I know that in America many retired people they sell off their apartment their condominium and they rent room.

🔊 **[29:00]** They still feel psychologically comfortable with their life, but in Korea as you get older and older psychologically they want to have their own unit apartments

🔊 **[29:14]** So it's a kind of it's much more than just a it's a psychological security in Korean society.

🔊 **[29:30]** So one of the big issues of government policy these days would be policy towards apartments.

🔊 **[29:40]** That's a big big issue that has been always big issue since later part of 1970s whether the government would allow low interest policy so that more people can afford to buy apartment.

🔊 **[29:55]** That is a very sensitive issue.

🔊 **[29:59]** What kind of tax policy apartment that's a very big issue.

🔊 **[30:09]** But another thing I want to mention is the apartments in Seoul look very similar no matter where you go not much difference very very similar.

🔊 **[30:24]** Even the price could be quite different but just to give you some ideas.

🔊 **[30:31]** What determines the price of apartments in Seoul, what could be big



factors affecting the price?

🔊 **[30:39]** Why Apgujeong apartment was so expensive.

🔊 **[30:45]** Education location, location?

🔊 **[30:46]** Yes location location in terms of access to good high schools.

🔊 **[30:54]** That's a key factor, in terms of access to good private teaching institutes we call hagwon.

🔊 **[31:05]** That's very important and of course in terms of access to subway stations, that's another important, yes?

🔊 **[31:23]** Very cheap these whole areas An Am Dong would be considered very cheap area even though we have good subway system.

🔊 **[31:35]** Why? We don't have good high school around us.

🔊 **[31:40]** Good high schools most of them are located in Gangnam areas.

🔊 **[31:46]** Well I guess as it's almost..is it true?

🔊 **[31:57]** So we have time it's... kind of surprised to see 8o'clock.

🔊 **[32:01]** Okay so anyway let's move on.



🔊 **[32:05]** I was trying to give kind of social characteristics of Korean society cultural characteristics.

🔊 **[32:14]** Now if you go to subway at 8:30 in the morning weekday you may experience this kind of big struggling juggling right?

🔊 **[32:29]** Especially the subway line crossing this part number 6 is not that does not have heavy traffic but if you go to line number 1 or line number 2 that's terrible right?

🔊 **[32:47]** Especially ladies could not get in inside during the rush hour.

🔊 **[32:53]** You have to push the people to get in so it's a kind of struggle to existence right?

🔊 **[33:00]** So that's why I think Korean society in general is very competitive, physically competitive.

🔊 **[33:10]** Otherwise you can not get in, you can not go to company on time.

🔊 **[33:19]** This is something average Koreans going through every morning.

🔊 **[33:27]** It's a very haptic competitive life.

🔊 **[33:30]** What about this?



🔊 **[33:34]** What is it, what is it?

🔊 **[33:37]** Yes hagwon, private teaching institutes.

🔊 **[33:41]** Why is that so important for Korean families?

🔊 **[33:46]** Because somehow they believe their kids can get more effective education at this private teaching institute than their regular schools.

🔊 **[34:03]** Crazy, so these kids they are studying until 11 o'clock or 12 o'clock midnight and after they finish studying as you can see there are a bunch of buses waiting for them, right?

🔊 **[34:18]** And you may see lots of parents are waiting for their kids to give ride back home so after 11 o'clock in certain areas of Gangnam there's a huge traffic jam.

🔊 **[34:35]** 11 o'clock in the evening is supposed to be a quiet time right?

🔊 **[34:39]** But suddenly there's a big traffic jam because of this thousands of students maybe more than thousand students are attending private teaching institutes.

🔊 **[34:52]** And I'm sure many Korean students here have that experience when they were high school students, am I right?

🔊 **[35:03]** You already forgot?



🔊 **[35:06]** Very competitive life shows us one aspect of competitive life in Korean society.

🔊 **[35:15]** From early stage of your life you have to study from 7 o'clock to midnight, what a terrible life.

🔊 **[35:30]** Do they like studying until midnight or 11 o'clock?

🔊 **[35:34]** It's not a matter of liking or disliking.

🔊 **[35:38]** You have to do it because the other students are doing this.

🔊 **[35:46]** Microphone please.

🔊 **[35:59]** I read in an article that apparently now it is illegal for hagwon to open after 10 and then there are like police that sort these places and.

🔊 **[36:10]** Yeah could be but the government policy they change every 2 or 3 years so I don't know how it will change after 2 years but probably you may be right.

🔊 **[36:22]** There's a kind of restriction by 10 o'clock this teaching institute should close sessions but there may be some secret small scale secret private teaching institute where they can offer service after midnight.

🔊 **[36:42]** That's why some polices are tracing... it's crazy.

🔊 **[36:50]** I don't know when this kind of thing could happen to other countries like China I don't know maybe Shanghai or Beijing to have this kind of district where lots of private teaching institutes are gathered together.

🔊 **[37:10]** I think there are not so many private teaching institutes so we it's surprising.

🔊 **[37:19]** Maybe in good teachers not in their schools aren't maybe other reasons?

🔊 **[37:27]** Well the thing was you know here students let's suppose I'm a student in ninth grade.

🔊 **[37:35]** But here you can learn subjects which are supposed to be covered in 10th grade or 11th grade.

🔊 **[37:44]** So you learned subjects much earlier.

🔊 **[37:48]** So when you go to your school, regular school, you're no excited because the teachers are what they're trying to teach is something you already knew six months ago or one year ago.

🔊 **[38:04]** That's why many bright Korean kids did not pay good attention to their regular schools, I think that's part of the problem.

🔊 **[38:19]** All right have you ever seen this kind of picture before?

🔊 **[38:25]** According to the tradition of Confucianism this is very important ritual for



average Korean families.

🔊 **[38:36]** What are they doing here?

🔊 **[38:39]** Basically they are trying to pay respect to their dead ancestors right?

🔊 **[38:47]** To their ancestors and as you can see here even though those ancestors are dead they are trying to prepare all kinds of food on the table.

🔊 **[39:10]** Maybe several kinds of vegetables. Maybe meat, fish, rice cake, rice, you know, some stew, all kinds of foods.

🔊 **[39:26]** So after this ceremony, there is a big celebration among family members.

🔊 **[39:30]** They can enjoy this food.

🔊 **[39:36]** Who are preparing for this food?

🔊 **[39:39]** Somebody has to do it.

🔊 **[39:41]** Do you think the males, they are preparing food?

🔊 **[39:49]** 99% of preparation work is done by housewife.

🔊 **[39:56]** What housewives? Why it is up to eldest son('s wife)?

🔊 [40:03] Big responsibility, a burden (is) on the shoulder of first son's wife.

🔊 [40:11] So if you happen to be the first son in Korea, very difficult to get married.

🔊 [40:19] Because Korean ladies don't want to marry (with) first son. ?(40:23).

🔊 [40:24] Because this too much responsibilities, social responsibilities.

🔊 [40:30] And of course, that's why as I mentioned earlier, because of this responsibilities, first son would get the lion('s) share of their family wealth.

🔊 [40:43] There is more privilege, more responsibilities.

🔊 [40:45] And that's the system (here) in Korea.

🔊 [40:49] And normally the people who is presiding ceremony is the eldest son.

🔊 [40:55] So here the person who are helping ceremony, they are not considered to be eldest son.

🔊 [41:02] They are second son, third son, uncle, and then...

🔊 [41:15] Have you seen this?



🔊 **[41:17]** Have you ever done Sa-Bal-Sik?

🔊 **[41:22]** I don't know where the Chinese student ever heard of this Sa-Bal-Sik.

🔊 **[41:28]** If you come to Korea University, probably the first day of your semester, you may have this kind of special ceremony.

🔊 **[41:39]** What ceremony is it about?

🔊 **[41:43]** They are drinking.

🔊 **[41:45]** A bowl of what? Drinking a bowl of Makgolli.

🔊 **[41:51]** Makgolli is traditional Korean rice liquor.

🔊 **[41:58]** It's not that expensive, that's why students like [it].

🔊 **[42:03]** As you can see, this lady, she is afraid of drinking that much Makgolli one time.

🔊 **[42:15]** But she is forced to do it.

🔊 **[42:18]** If you happen to be non-drinker, what could happen? After drinking this amount of Makgolli?



🔊 **[42:28]** You probably throw up.

(Student Speaking)

🔊 **[42:35]** Yeah, I agree. So they have an easy time.

🔊 **[42:44]** So if you happen to be freshmen in the Korea University, almost everybody go through this process.

🔊 **[42:52]** When I was freshmen, I did.

🔊 **[42:55]** Even though I was not drinker.

🔊 **[42:59]** So it's a kind of ritual ceremony.

🔊 **[43:03]** Why they do that? It create a sense of unity. The commonness by sharing same experience.

🔊 **[43:16]** At factory, If you look at some factory early in the morning, you probably see many workers get together and they have a morning exercise before they start to work. Like this.

🔊 **[43:35]** It helps them to prevent accident of course, they can exercise little bit, and they can have better mood early in the morning.

🔊 **[43:51]** Inside the factory, they have a short ceremony.



🔊 **[43:55]** Like a... before they start, they have a kind of teamwork building... a ceremony.

🔊 **[44:05]** Something like that.

🔊 **[44:06]** That's very common in Korea.

🔊 **[44:19]** Why do I show you church?

🔊 **[44:24]** Most of you, most of foreign students probably would never heard of the name of this church.

🔊 **[44:31]** We call it Yoido Full Gospel Church.

🔊 **[44:35]** Believe it or not, this church is the largest church in the world.

🔊 **[44:44]** In terms of membership sides.

🔊 **[44:47]** If you look at the membership... about 6 hundred thousand people.

🔊 **[44:54]** How many pastors do they have? About one hundred.

🔊 **[45:01]** Led by pastor Cho. Cho-Young Ki. He is getting old these days, but he is a kind of very charismatic pastor.

(Student Speaking)



🔊 **[45:12]** Yes... Where it is? It is located in Yoido.

🔊 **[45:19]** If you take a subway line 6, you go to Yoido after an hour or so.

🔊 **[45:33]** You may see this kind of big large several churches in Seoul.

🔊 **[45:41]** The Christianity is very popular in Seoul and they are sending lots of missionaries to all over the world.

🔊 **[45:50]** And they are very rich and that's why they have... they beginning to have some problems in internal politics.

🔊 **[46:08]** Suppose you are hired by Korean company.

🔊 **[46:14]** Probably during the first few months, two or three months, you would be put to group training. Right?

🔊 **[46:25]** So you may wear similar uniform, same uniform with other colleagues.

🔊 **[46:35]** And this process will help them to build up common sharing of value system, common sharing of company cultures.

🔊 **[46:47]** This would be considered as very important for most Korean companies.

🔊 **[46:56]** Very extensive period of training, when you first joined the company.



🔊 **[47:02]** So, after two months of socialization, you would know your colleagues very well. You would know their personalities, what kind of family background they came from, what universities they graduated.

🔊 **[47:17]** They know each other pretty well.

🔊 **[47:18]** It's a great opportunity for socialization.

🔊 **[47:22]** So maybe at the end of this two-month training period, they would meet the CEO with the business suit like this.

🔊 **[47:38]** And by that time, many employees a kind of... how should I put it, brain storm? They are culturized to this organization.

🔊 **[47:53]** And I heard that the case of Samsung.

🔊 **[47:56]** The Samsung, Samsung group, they have very carefully lead a training session and after weeks of training session, many young employees they were kind of overwhelmed, they feel very happy (that) they became part of the family.

🔊 **[48:21]** So they cry.

🔊 **[48:27]** Because of this process.

🔊 [48:33] Office.

🔊 [48:36] Remember when we discussed the Kluckhohn–Strodbeck cultural model?

🔊 [48:42] There is one dimension called space orientation.

🔊 [48:46] By looking at this map, do you think Korea has private space orientation or public space orientation?

🔊 [48:57] Public. They share big space together.

🔊 [49:02] If I saw similar office arrangement in Europe or in United States, I probably could see lots of blocks... dividing space. Right?

🔊 [49:16] We don't see that kind of high building blocks here.

🔊 [49:24] Do you like drinking? No? Yes? There are certain districts where you can find so many different types of No-rae-bang, Soju-bang, beer house, right? In Gangnam.

🔊 [49:45] So you can enjoy a good time with your friend after a nine o' clock.

🔊 [49:53] So what do they do here?

🔊 **[49:59]** After work, sometimes this could be a part of very important event for employees, right?

🔊 **[50:10]** Everybody is supposed to get together to enjoy food and celebrate something, maybe their department, they reached certain target and they want to celebrate like this.

🔊 **[50:26]** And you don't want to miss this kind of opportunity.

🔊 **[50:29]** If you miss this kind of social occasion too frequently, what's going to happen?

🔊 **[50:44]** You maybe isolated from rest of other group members which is not good (for) the long run.

🔊 **[50:54]** So you always have to way whether I should be here or not, but most likely I think everybody would like to stay.

🔊 **[51:03]** Especially, if you happen to be low rank employee.

🔊 **[51:07]** If you happen to be medium rank or senior managers, you can skip this kind of events, but if you happen to be low rank of employees, you don't want to miss.

🔊 **[51:20]** And that's why many female students have hard time in adjusting this strict Korean organization cultures.



🔊 **[51:38]** Similar things. Socially get together.

🔊 **[51:42]** What are their most popular food they eat? Or popular drink they enjoy? (in) this kind of occasion?

🔊 **[51:51]** Soju and Samgyupsal. Soju and Samgyupsal are popular. The most popular food and drink.

🔊 **[52:00]** Korean people would enjoy.

🔊 **[52:04]** Allright. Let's take a short break so that Chinese students go home, so we come back in ten minutes.