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ARTICLES

Korean Technology Policy at a Crossroads: The Case of Computers

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The government of South Korea began promoting the computer industry in the early 1980s as part of its strategy of shifting the Korean economy into technology-intensive industries. Korea's policy mix included a five-year ban on imports of personal computers, a government-industry R&D consortium to develop a Korean minicomputer, computerization of government agencies, and the building of computer networks to increase computer use and create demand for the domestic computer industry. These policies appeared successful as computer production, exports, and use grew rapidly during the 1980s. However, the Korean computer industry has suffered a reversal of fortunes in the 1990s, with overall production and exports declining and the personal computer industry collapsing. This downturn contrasts with Korea's success in becoming a world leader in production of dynamic random access memory (DRAM) chips, one of the key components of the personal computer.

This paper analyzes the reasons that Korea has failed to develop a competitive computer industry while it has succeeded as a producer of consumer electronics and memory chips. It explains these successes and failures as a result of two key factors: (1) Korea's highly concentrated industry structure, dominated by a few vertically-integrated industrial groups, or chaebol, and; (2) government technology policy, which has successfully supported the chaebols' entry into commodity electronics markets, but failed to address Korea's fundamental shortcomings in computer production and use.

The government and industry face the challenge of reorienting their strategies in the face of rapid changes in the international computer market. The government is also struggling to develop new mechanisms for policy formulation and coordination as centralized, bureaucratic rule is replaced by more democratic decision making, competition, and conflict among government agencies.

Focus On The Culture of Business in Asia

Do Undergraduates Have What it Takes to be Entrepreneurs and Managers of Small Businesses in Singapore?

BARTON CUNNINGHAM, PHILIP GERRARD, CHIANG FOCK PONG, LIM KOK YONG, AND CELINE SIEW LINN

What are the key personality dimensions which are important to entrepreneurship and small business management? This study draws on data from twenty-seven managers of small businesses who are engaged in the sale of computers and related software and forty-two undergraduates who are taking a Bachelor of Business degree at Nanyang Technological University. The analysis shows that the entrepreneurs/managers of small businesses exhibit many different characteristics from those shown by a sample of undergraduates taking a business degree. Entrepreneurs have an internal locus of control, are more innovative and are higher risk takers (but, not significantly

higher). They perceive that conceptual skills are the most important skills and tend to exhibit a higher need for organization. Undergraduates tend to have an external locus of control and are more risk averse. They are found to have a high propensity for organization and are lower on tolerance. While the educational experience may be extremely important in molding the personality of undergraduates, the findings of this study conclude that it may not foster some of the values and personality characteristics that many entrepreneurs and business managers might consider important.

Educational Background and Corporate Culture: A Case Study of a South Korean Business Conglomerate

SOON HE WHANG

This study explores the ways in which educational background interacts with corporate culture in a South Korean business conglomerate (tae kiop or chaebol). It is based on a survey conducted at the Samsung group in South Korea. The study proposes to illuminate (1) how the employer and employees make choices in the recruitment and hiring of university graduates, (2) what function the new employees' educational background performs in their adaptation to the corporate culture, and (3) what strategic effects the employees' educational background has on their endeavor to survive as aspiring executives.

Stages in Cross Cultural Collaboration

WILLIAM H. NEWMAN

Major increases in world trade are fostering many transnational organizations: joint ventures, coalitions, and management contracts. Especially in developing countries these cross cultural organizations are hard to manage; clashes of culture create hurdles. However, identifying distinct stages in such collaborations, managing each stage separately, and selecting executives suited to the stage, all help overcome the conflicts. This paper presents a tentative model, based on empirical data from China, that suggests constructive ways to structure these cross cultural relationships.