

Historical Evolution of Managerial Classes in Korea

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Abstract

Given that the Korean economy represents one of the most successful post-war late-comer economies getting close to the rank of the advanced economies, the question of “who” among the corporate sector is responsible for leading Korean firms to their current status should be important and interesting. However, lack of the data of managerial classes has meant that only sporadic studies have been conducted. Such personal attributes as graduated high schools and colleges, place of origins and other regional factors are suspected to have played a major role in company performance as well as company personnel policies because it is through these connections that social networking takes place.

This study analyses the longitudinal data of 6,964 high level managers and entrepreneurs, including senior vice-president, executive vice-president, vice-president, CEO/president, vice-chairman and chairman of the board in Korea from 1955 to 2005. Our database has information on each individual manager’s name, year of birth, month and date of birth, place of origin, high school origin, university origin, majors in colleges, year of entry into the firms, the company’s name, and their position was recorded.

In terms of place of origin 28.69% were from Seoul, then Kyungnam with 11.65%, Kyungbuk with 11.56% and Busan with 6.44%. In terms of the rate of success of becoming a top manager, people of Seoul shows the highest probability. Then, the two Youngnam regions, comprising Kyungnam and Kyungbuk follows. This shows that Seoul and the Youngnam region have the highest rates of success in producing top managers, which is expected from the fact that the Youngnam region has produced the most of the President of Korea, except D-J Kim (1998-2001). The school that had the highest probability of producing a top manager was also one in Youngnam, namely Busan High School of Commerce that produced the current president, Roh (2002-2007).

The influence of a manger’s background and place of origin has also changed over time. The 70s and 80s portray the strength of the military governments as many there were many mangers from the Youngnam region having graduated from the Military Academy. But after the democratization of Korea in 1987 and the introduction of a civilian government in 1992, there was a sharp decrease in the proportion of managers from the Military Academy, and a decrease, if not complete discontinuation of, those from the Youngnam region. On the other hand, with the appearance of President Dae Jung Kim, who was from the Honam region, a consequent rise in the number of managers from the Honam region can be seen in the data trends. The proportion of managers from Seoul has continued to increase over this period of study, but the proportion of managers from the Seoul National University seems to move in a similar pattern to those from the Honam region since the early 1990s: sudden increase, stagnation, and then decline.

1. Introduction

Given that the Korean economy represents one of the most successful post-war late-comer economies getting close to the rank of the advanced economies, the question of “who” among the corporate sector is responsible for leading Korean firms to their current status should be important and interesting. However, lack of the data of managerial classes has meant that only sporadic studies have been conducted. Such personal attributes as graduated high schools and colleges, place of origins and other regional factors are suspected to have played a major role in company performance as well as company personnel policies because it is through these connections that social networking takes place.

For another country, many papers empirically explore the effect of personal attributes or political connections of the managerial classes on firm’s performance. Fisman (2001), based on an event study using Indonesian data, finds that Suharto-connected firms lose 0.28 percent more than firms without Suharto connections in the event of a 1 percent decline in stock market in reaction to news about Suharto’s health. Johnson and Mitton (2003) show that about 9 percent of the loss in the market value of politically-connected Malaysian firms during the recent financial crisis can be attributed to the fall in the value of their political connections. Kein (1998) demonstrates a linkage between firm performance and board composition. She shows that the positive relation is found between the percentage of inside directors on finance and investment committees and accounting and stock market performance measures with US data. Using a database that includes 20,202 publicly-traded firms in 47 countries, Faccio (2005) shows that political connections are particularly common in countries with higher levels of corruption, with barriers to foreign investment, and with more transparent systems.

But there are very few studies about Korean managerial classes because of the lack of data. Kim and Park (2004) have conducted a study focusing on companies listed on the stock exchange and the make up of their top management. They tried to see if the owner and top manager as a pair were from the same area or had graduated from the same school and thus tried to measure how strong the influence of being from the same area or the same school had in forming such a pair. They discovered that the managers of Chaebols are more likely to enjoy preferential treatment if they were from the same hometown or same high school. The probability that the owner would choose a manager from his hometown or high school would increase in a company having more monopolistic power or if a company faced little competition. Companies that had faced bankruptcy, legal action, were in the process of reorganization or were about to go into a process of reform, were also found to have high probabilities of having a manager from the same area or school as the owner. They also found that in firms where high levels of negligence or where the loss due to negligence was high, the likelihood of the manager being from the same area or school was

also high. Lastly, under the president D-J Kim (1998-2001), managers from the Honam provinces or his home bases, were said to have increased and in industries where government influence or governmental regulations were tight, managers from the Honam took up a significant proportion.

Johnson et al(2007) explore how firms remake their hometown-based political connections in response to a major shift in political elite. They found that the firms tend to hire/promote more top executives from the province of new president. And they found that such remake of political connections is more distinct for the firms whose regional base differs from the home province of a new president and the firms in financial distress like equity erosion.

However, the sampling that Kim and Park and Johnson et al used included the companies that were listed on the stock exchange, between 1997 and 2000, and 1992 and 2001, respectively. As non-listed, or externally-audited, companies have been excluded from this study, as well as the time-series being a very short, it is difficult to see how the regional and educational origin factors have changed over time.

Park and Yoo (1998) analyzed the top manager's inclination, power and role within the process of diversification. They found that many characteristics like age, the length of service of the president, and the level of education attainment, played an influential role in the process. Thus, the younger the top manager and the shorter the time the company president has been in office, the more the manager is inclined to pursue diversification. And the more shares the manager owns for the company and the stronger the power of reputation and expertise, the larger the influence of the manager's preferences in a company's diversification. This study too has been limited as it covers only 53 business groups and their managers over the period between 1991~1995.

Kim (1995) analyzes the relationship between companies listed on the stock exchange and the structure and organization of the company. This study found that out of the 1,340 top managers, 755 (56.3%) were self-owned or owner-managers and that 585 (43.7%) were professional or hired managers. It also discovered that the larger the size of the firm the more prominent the entry of an professional manager. However, the peak of the firm's hierarchy, namely the chairmen of the board or the CEOs, was taken by an owner-manager. Whilst the numbers of managers chosen for their expert knowledge have increased in volume, the influence within corporate hierarchy continues to be low. He finds that firms under top management from the controlling families are less likely to perform better than the firms that are open to outside managers. This study (Kim 1995), not a longitudinal study, cannot take up the issue of successions or shifts in the management, and is only a cross-sectional study.

Lee (2001) taking an interest in the upstart of internet-based venture companies conducted a study of the CEOs of such companies that had emerged after the financial crisis of 1997. According to this study, CEOs of the venture companies are, in general, younger than offline-based venture companies (average 40.53) and have less work experience. Educational levels were, however, very high as 37.1% had gained a Masters whilst 12.9% held a PhD.

There are, however, few studies that explore the historical evolution of managerial classes in Korean firms. The existing studies mainly focus on the relation between a manager's preferences or inclination and the effects of these on short run performance. In contrast, this paper examines the characteristics of the managers in Korean firms using longitudinal data including their demographic information, and tries to find more dynamic patterns in the managerial class in Korea.

The rest of the paper is organized as follows: Section 2 and Section 3 discuss the source of data and the method of investigation. Section 4 presents the paper's basic econometric results, and Section 5 discusses the results of having analyzed the top management of Korean firms. Section 6 provides a growth process of managerial classes in Korean firms. Finally, concluding remarks are outlined in Section 7.

2. Source of data

Most of the data on Korean managers exist in the form of books and only a few have electronic versions. Like the database on the Korea Listed Companies Association, there are a few databases on the web; only, the data that is available is relevant for the current year.

Data in the form of CDs or books can be found in the Who's Who of Stock-Listed corporations in the Korea Listed Companies Association, the Annual Reports of Listed companies, Maeil Economy Newspaper's Company Yearbook, the directory of Korean Companies of The Federation of Korean Industries, 'Korean Businessmen', and in the directory of Korean businessmen by Herald media. In the case of the Annual Reports of Listed Companies, the 'Company Yearbook' and 'Korean Businessmen' data has been collected on a yearly basis since 1978 meaning much has been accumulated over this time. For the Who's Who of stock-listed corporations and the directory of Korean businessmen data is only available since 1990 but this has been collected inconsistently once every 1~4 years.

Whilst the data includes information such as the company's board of directors, position, experience, place of origin, graduated high school etc. dependent on the data source, the type of firms that have been reviewed are very different and thus there is a lack of standardization which has proved to be problematic. [Table 6-1] below shows the list of data sources and their contents and the years that they are applicable:

[Table 1] Present Data of Korean firms' managers

Name of Data	Publisher's and Format of Data	Contents	Years of Validity	Remarks
DB of Managers	Korea Listed Companies Association(Web DB) (www.klca.or.kr)	Name of staff/ Name of company/Position/ Experience/ Place of origin/ Graduated school etc.	Present Year	Through searching on website
Who's Who of stock-listed corporation	Korea Listed Companies Association	Name of staff/ Name of company/ Position/Experience/ Additional job/Religion etc.	1990, 1996, 1997, 2000	Listed Companies
Annual report of listed companies	Korea Listed Companies Association	Name of staff/ Position/Experience/Stock holdings	From 1978	Listed Companies
Company Year book	Maeil Economy Newspaper	Name of staff/Position/ Date of Birth/Place of origin/ High School/University	From 1978	Inclusive of listed and non-listed companies
Directory of Korean Company	The Federation of Korean Industries	Name of staff/ Position / Date of Birth/Graduated school	From 1992	Top 600 large firms
Korean Businessmen	The Federation of Korean Industries	Name of staff/ Name of company/Position/ Experience/Graduated school/ Address/Hobby	From 1978	-
Directory of Korean businessmen	Herald media	Name of staff/Position/ Place of origin/Graduated school/ Experience/Religion/Hobby	1996, 1999, 2000	Listed Companies, Parent Company and Subsidiary Companies, More than 1000 employees, Sales of more than 100,000,000,000 Korean Won, KOSDAQ etc. listed companies
Who's Who in Korea	Yonhap News	Name/Date of Birth/ Place of origin/High School/ University/Major/Experience/ Position/Experience etc.	From 1981	Inclusive of listed and non-listed companies

The Who's Who of stock-listed corporation, Directory of Korean Company, Directory of Korean businessmen and Korean Businessmen did not include the years that directors went into training and thus made providing a continuous time series difficult. Whilst it was very important for us to know the place of origin, graduated high school, university etc. of the board of directors, the Who's Who of stock-listed corporation, Korean Businessmen and Annual report of listed companies did not include such information, or only included it sporadically.

Given this, we found that the Yonhap News' Who's Who in Korea to be the most useful in providing enough data to create continuous time series for regular firms as well as listed companies and so this formed the basis of our study and the other data sources were used as complementary supplements.

3. Method of investigation

Most data available today is in book form and even those in electronic form are not standardized in any way and thus we have used a codifying system to create some consistency. This is how we have constructed the basis of our study:

We limited this study to those in higher positions than a director (senior vice-president, executive vice-president, vice-president, president, chief director, vice-chairman, chairman). Each individual's name / year of birth / month and day of birth / place of origin / graduated high school / graduated university / major / year of entry in firm / company name / position was then recorded. Positions were then given a code: entry level -1 / *sang-mu* (senior vice-president) -2 / *jun-mu* (executive vice-president), vice-president - 3 / president, CEO, chief director - 4 / vice-chairman -5 / chairman - 6; thus top management can be deemed to be those with numbers 4~6.

The way that the data was then recorded can be seen from the table below. From the year that a manager gained a position to the year that he gave up that position due to promotion or change of workplace he would be given the same number for his position.

[Table 2] Example of how data was recorded

Year	Firm	Position
1971	DC Chemical	2
1972	DC Chemical	2
1973	DC Chemical	2
1974	DC Chemical	2
1975	DC Chemical	2
1975	HB Chemical	2
1976	HB Chemical	2
1977	HB Chemical	2
1978	HB Chemical	2
1978	DC Chemical	3

As Yonhap News' Who's Who in Korea 2006 had the most people listed in their records this was used as the foundation. Then we used the 1997 publication and the 1987 publication of Yonhap News' Who's Who in Korea to supplement the list we had made with the 2006 records. We made sure that those that were not included or omitted from previous records were added. The following table [Table 3] is an example of how this was done:

[Table 3] Example of how data about Korean managers was recorded

Name	Year of Birth	Month of Birth	Place of origin	High School	University	Major	Year of entry	Firm	Position
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	1978	Samsung Corporation	1
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	2001	Samsung Life Insurance	2
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	2002	A&D Credit Information	4
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	2003	A&D Credit Information	4
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	2004	Joins HR	4
Gajae San	1954	0328	Chungnam Suhsan	Taeahn High School	Suh Kang University	Management	2005	Joins HR	4
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	1992	Samsung Hewlett Packard	1
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2000	Lycos Korea	4
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2001	Lycos Korea	4
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2002	Lycos Korea	4
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2002	SK Communications	3
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2003	SK Communications	3
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2003	SK Telecom	2
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2004	SK Telecom	2
Ga Jong Hyun	1967	1213	Kwangju	Kyungki High School	Yonsei University	Management	2005	SK Telecom	2

4. Results

A total of 6,964 directors were included in this study and as every year of their career history has been included in this survey the time series has grown considerably longer. It has been able to include even data from 1932. From this total, 4,429 (63.60%) have been president, representative director, vice chairman or chairman at least once.

[Table 4] Table of all Korean managers

Total number of Managers				
Director level		Top Management		Total
No.	Ratio (%)	No.	Ratio (%)	
2,535	36.40%	4,429	63.60%	6,964

Place of origin in Korean society has been used as one of the most basic pieces of information used to identify people and through this study we can observe that the highest proportion of managers are from Seoul 28.69%, then Kyungnam with 11.65% Kyungbuk 11.56% and Busan 6.44%, but if we add Busan and Daegu in the Youngnam region together then we'll find that they have produced the most managers and thus have the highest proportion (34.56%).

[Table 5] Korean managers' place of origin

	Place	No.	%
1	Seoul	1608	28.69
2	Kyungnam	653	11.65
3	Kyungbuk	648	11.56
4	Busan	361	6.44
5	Chungnam	352	6.28
6	Junnam	294	5.25
7	Kyungki	292	5.21
8	Daegu	275	4.91
9	Junbuk	234	4.18
10	Chungbuk	218	3.89
11	North Korea	161	2.87

12	Kangwon	152	2.71
13	Kwangju	106	1.89
14	Incheon	97	1.73
15	Daejeon	87	1.55
16	Jeju	39	0.70
17	Japan	16	0.29
18	China	6	0.11
19	USA	2	0.04
20	Others	3	0.05
	Total	5,604 ¹	100.00

[Table 6] shows the success rate of producing managers according to place of origin. The distribution of the managers' ages divided by the population distribution of 1949 shows that if it is less than 1 in comparison to the production of managers then the success rate is relatively low, but if it is larger than 1 then it is producing more managers than can be expected given the population. Looking at these figures, the highest is Seoul showing 4.06. This means that Seoul is producing 4 times as many managers as can be expected given its population showing a very high concentration of managers. Then, Kyungnam with 1.16 and then Kyungbuk with 1.04; if Seoul is excluded, the Youngnam region that comes up the highest. As the other regions do not even make it to 1 this shows that managers are limited to Seoul and Youngnam.

¹ Only 5,604 revealed their place of origin. The rest of 1360's place of origin was not revealed.

[Table 6] Successful production of managers

	Place	Distribution of Managers' Place of origin		Population Distribution of 1949		Success rate of becoming a Manager
		No.	%	Population	%	
1	Seoul	1,608	28.69	1,437,670	7.13	4.02
2	Kyungnam·Busan	1,014	18.09	3,133,697	15.54	1.16
3	Kyungbuk·Daegu	923	16.47	3,205,240	15.89	1.04
4	Chungnam·Daejeon	439	7.83	2,026,837	10.05	0.78
5	Jeonnam·Kwangju	400	7.14	3,041,491	15.08	0.47
6	Kyungki·Incheon	389	6.94	2,733,944	13.56	0.51
7	Jeonbuk	234	4.18	2,048,951	10.16	0.41
8	Chungbuk	218	3.89	1,145,964	5.68	0.68
9	North Korea	161	2.87	-	-	-
10	Kangwon	152	2.71	1,138,435	5.65	0.48
11	Jeju	39	0.70	254,527	1.26	0.55
12	Japan	16	0.29	-	-	-
13	China	6	0.11	-	-	-
14	USA	2	0.04	-	-	-
15	Others	3	0.05	-	-	-
	Total	5,604	100.00	20,166,756	100.00	

According to the 1989 survey that was conducted by the Korean Sociological Association 46% of companies relied on their place of origin whilst 29% claimed they relied on their graduated university (Kim 1991). Whether it be in a company, the government, the army or any other social institution, whenever it comes to debating human resources, the issue of region of origin and graduated university is raised. This shows that the school from which you graduated plays a very big role in Korean society. Given that many who have graduated from the same high school are also from the same region or in other words have the same hometown, this often proves to be more powerful than the university that they graduated from.

Observing this data we can see that the highest proportion of managers is from Kyungki high school with 7.53%, then Kyungbok 4.40%, Seoul 4.13%, Kyungnam 3.17%, Kyungbuk 2.92%, Busan 2.57%, Yongsan 2.19%. These are all schools that were traditionally known as elite high schools before the government's equalization policy came into practice. Even after the government's equalization policy the traditionally well-performing high schools were still the ones producing the elite, thus reinforcing a well-known fact of Korean society. Indeed the top three schools, Kyungki, Kyungbok and Seoul are in Seoul and those tailing the top three, Kyungnam, Kyungbuk and Busan are all in the Youngnam region. This phenomenon closely follows the pattern that the distribution of the managers' graduated high school makes.

[Table 7] Distribution of managers' high school

	Name of High School	No.	%
1	Kyungki	392	7.53
2	Kyungbok	229	4.40
3	Seoul	215	4.13
4	Kyungnam	165	3.17
5	Kyungbuk	152	2.92
6	Busan	134	2.57
7	Yongsan	114	2.19
8	Daejeon	103	1.98
8	Joongang	103	1.98
10	Bosung	97	1.86
11	Seoul National University High School	91	1.75
12	Kyungdong High School	84	1.61
13	Junju High School	82	1.57
13	Joongdong High School	82	1.57

15	Kwangju First High School	81	1.56
16	Masan High School	80	1.54
17	Jinju High School	75	1.44
18	Chungju High School	69	1.32
19	Paichai High School	66	1.27
20	Gaesung High School	63	1.21
20	Kwangju High School	63	1.21
22	Daegwang High School	60	1.15
22	Busan High School of Business and Economics	60	1.15
22	Hweimoon High School	60	1.15
25	Jaemoolpo High School	55	1.06
26	Others	2,434	46.73
	Total	5,209 ²	100.00

From 6,964 managers there were 6,540 (93.91%) that had information about the universities they had graduated from. Even if we assume that the remaining 424 are merely high school graduates or lower 93.91% being university graduates is a very high percentage.

If we look at the distribution of the universities that managers have graduated from, Seoul National University with 1,726 (26.39%) shows the largest proportion. Then it is Korea University with 10.84%, Yonsei University with 9.71%, Hanyang University with 7.08%, and SungKyunKwan University with 5.64%. Foreign universities also featured high on the list. If we accumulate all the managers graduating from overseas universities 3.35% make them the 6th highest in the distribution.

From the foreign universities, New York University in producing 11 (0.17%) has produced the most, then the University of Southern California with 10 (0.15%), the University of California with 8 (0.12%), Waseda's 8 (0.12%), and Boston University's 5 (0.08%). The largest proportion of managers graduating from foreign universities comes from the US as the 219 managers making up 74.89% show, whilst 43 from Japan make up 19.63%. But these two countries together make up 94.5% of all managers who have graduated abroad.

[Table 8] Distribution of managers' graduated University

² From 6,964 only 5,209 had information about their graduated high school, the rest 1,755 had no information.

	Graduated University	No.	%
1	Seoul National University	1,726	26.39
2	Korea University	709	10.84
3	Yonsei University	635	9.71
4	Hanyang University	463	7.08
5	SungKyunKwan University	369	5.64
6	Overseas Universities	219	3.35
7	Busan University	186	2.84
8	Joongang University	174	2.66
9	Youngnam University	156	2.39
10	Hankuk University of Foreign Studies	151	2.31
11	Dongkuk University	135	2.06
12	Kyunghee University	119	1.82
13	Konkuk University	105	1.61
14	Inha University	105	1.61
15	Suh Kang University	104	1.59
16	Donga University	102	1.56
17	Kyungbuk University	95	1.45
18	Junnam University	82	1.25
19	Junbuk University	56	0.86
20	Hongik University	55	0.84
21	Dankuk University	49	0.75
22	Korean Military Academy	45	0.69
23	Chosun University	45	0.69
24	Kookmin University	43	0.66
25	Myungji University	43	0.66
26	Korea National Open University	37	0.57
	Others	532	8.13
	Total	6,540 ³	100.00

The subjects that managers read at university have been a means to confirm their field of expertise. This study has found that the highest proportion of managers were graduates of Business Management with 16.51%, then it was Economics majors with 9.65%, the Law with 7.58%, Mechanical Engineering with 4.84%, and then Chemical Engineering

³ From 6,964 managers 6,540 had information about their university 424 did not

with 4.50%. These results confirm the already widely accepted idea that businessmen and women are from Business and Economics related backgrounds.

If, however, we look at departments we find that the Engineering department make up a significant proportion also. Although the Business and Economics Department still remain at the top with 34.21% the Engineering department comes a very close second with 30.04%, then the Law department, including law and public administration, with 14.29%, the Humanities department with 8.76%, and then the Natural Sciences department with 5.76%.

Within the Engineering department, Mechanical Engineering made up the largest proportion with 4.84%, then Chemical Engineering with 4.50%, Electronic Engineering with 4.27%, Civil Engineering with 2.70%, and then Electrical Engineering with 2.48%.

[Table 9] Distribution of Majors held by managers according to subject

	Major	No.	%
1	Management	997	16.51
2	Economics	583	9.65
3	Law	458	7.58
4	Mechanical Engineering	292	4.84
5	Chemical Engineering	272	4.50
6	Electronic Engineering	258	4.27
7	Commerce	202	3.34
8	International Politics	200	3.31
9	Public Administration	180	2.98
10	Civil Engineering	163	2.70
11	International Trade	155	2.57
12	Electrical Engineering	150	2.48
13	English Literature	143	2.37
14	Architecture and Construction	127	2.10
15	Material Science	110	1.82
16	Pharmacy	92	1.52
17	Chemistry	77	1.28
18	Industrial Engineering	76	1.26
19	Physics	57	0.94
20	Mathematics	49	0.81
21	Media and Broadcasting	49	0.81
22	Sociology	47	0.78
23	Textile Engineering	46	0.76
24	Statistics	45	0.75
25	Agriculture	36	0.60
	Others	1175	19.46
	Total	6,039 ⁴	100.00

⁴ From the 6,540 that had stated where they had graduated university 6,039 had information about the subjects they had studied at university the remaining 501 did not.

**[Table 10] Distribution of Majors held by managers
according to their discipline by department**

	Department		Major	No.	%
1	1	Business and Economics	Business Administration	997	16.51
			Economics	583	9.65
			Commerce	202	3.34
			International Trade	155	2.57
			Accounting	29	0.48
			Others	100	1.66
	Sub total			2,066	34.21
2	1	Engineering	Mechanical Engineering	292	4.84
			Chemical Engineering	272	4.50
			Electronic Engineering	258	4.27
			Civil Engineering	163	2.70
			Electrical Engineering	150	2.48
			Architecture and Construction	127	2.10
			Metallurgical Engineering	110	1.82
			Others	442	7.32
	Sub total			1,814	30.04
3	1	Law	Law	458	7.58
			International Politics	200	3.31
			Public Administration	180	2.98
			Diplomacy	9	0.15
			Others	16	0.26
	Sub total			863	14.29

4	1	Humanities	English Literature	143	2.37
	2		Media and Broadcasting	49	0.81
	3		Sociology	47	0.78
	4		History	35	0.58
	5		Germanic Studies	33	0.55
	6		Korean Studies	29	0.48
	7		Others	193	3.20
	Sub total			529	8.76
5	1	Natural Sciences	Chemistry	77	1.28
	2		Physics	57	0.94
	3		Mathematics	49	0.81
	4		Statistics	45	0.75
	5		Others	118	1.95
	Sub total			346	5.73
6	1	Others	Pharmacy	92	1.52
	2		Agriculture	36	0.60
	3		Animal husbandry	25	0.41
	4		Industrial Education	22	0.36
	5		Education	17	0.28
	6		Others	229	3.79
	Sub total			421	6.97
Total			6,039	100.00	

5. Results of having analyzed the top management of Korean firms

Top managers in Korean society hold slightly different positions to regular managers. Whilst there are those who have climbed the corporate ladder the traditional way through the ranks, many of the top managers in today's firms are entrepreneurs who have set up their own business and thus taken the role as top manager, or there are those who have reached their position through holding the greatest number of the company's stocks. The fact that the top managers have much more influence than any other manager over the workings of the firm and that their preferences and inclinations have a huge impact on

the company is widely known and has been confirmed in other studies by Kim and Park (2004), Park and Yoo (1998) and Lee (2001).

If we take a look at who is responsible for the company's performance, in the eyes of the Korean law, it is the representative director of the firm. According to Korean commercial law a member or a few members of the Board of Directors are to be in charge of the company's operations and should therefore be the representative of the company (Commercial Law Article 389). But aside from the title, there are many other ways that top managers can assume power and thus it makes it difficult to do a proper analysis of the data.

This study, therefore, has tried to take into account these difficulties so as to reflect reality as closely as possible. This has therefore led to the coding of the positions: Representative Director – 4, Vice-Chairman – 5 and Chairman – 6. This study has grouped those with codes 4~6 as the top management and observed its characteristics.

Using this method we have deduced that there are 4,429 top managers and from these we have information about place of origin for 3,942. [Table 6-11] shows the distribution of their places of origin: Seoul leads with 28.69%, and then it's Kyungbuk with 12.08%, Kyungnam 11.95%, Chungnam 6.22%, Busan 5.45%, and Junnam 5.18%. Looking at all managers' hometowns we can see that the distribution runs in a similar pattern: Seoul 28.69%, Kyungnam 11.65%, Kyungbuk 11.56%, Busan 6.44%, Chungnam 6.28%, and Junnam 5.25%. The only difference is that the Kyungbuk and Chungnam are a bit higher when we look at managers as a whole.

Then we took a look at how likely it was for an executive director to become a top manager. Using 2005 as the standard we calculated the probabilities of promotion to top manager. Thus, on average, it took 21.64 years to become a top manager upon entry, but about 15.14 years to become one of the lower forms of managers. So, for a lowly manager to become one of the top it takes $21.64 - 15.14 = 6.5$ years. So those who are top managers in 2005 must have been middle managers around 6.5~7 years ago thus must have been made managers around 1999. To calculate the probabilities of becoming a top manager, we divided the number of managers that were produced by each region in 1999 by the number that was produced by each region in 2005. If this number was larger than 1 we assumed that the probability of a manager from this region becoming a top manager to be high; if it was lower than 1 then we assumed that the probability of success was lower.

Having calculated the probabilities we found that Jeju with 1.18 had the highest probability, with Kwangju in close second with 1.16. Then, Junnam 1.06, Seoul, 1.05,

Junbuk 1.04, North Korea with 1.04, Daejeon 1.03, Kyungbuk 1.02, Chungnam 1.01 showed there wasn't much difference between them. The lowest figures were in China 0.64, Incheon 0.83 and Japan 0.85, meaning that managers from these areas are comparatively less likely to make it to the top of the corporate ladder.

[Table 11] Distribution of top managers according to place of origin

	Place of Origin	Top Management		According to 2005 figures (a)		According to 1999 figures (b)		According to 2005 figures the likelihood of promotion for those in Top Management (a/b)
		No.	%	No.	%	No.	%	
1	Seoul	1131	28.69	865	29.35	787	27.99	1.05
2	Kyungbuk	476	12.08	359	12.18	335	11.91	1.02
3	Kyungnam	471	11.95	355	12.05	370	13.16	0.92
4	Chungnam	245	6.22	196	6.65	186	6.61	1.01
5	Busan	215	5.45	165	5.60	164	5.83	0.96
6	Junnam	204	5.18	161	5.46	145	5.16	1.06
7	Kyungki	200	5.07	127	4.31	132	4.69	0.92
8	Daegu	183	4.64	143	4.85	149	5.30	0.92
9	Junbuk	168	4.26	139	4.72	128	4.55	1.04
10	North Korea	156	3.96	75	2.54	69	2.45	1.04
11	Chungbuk	147	3.73	112	3.80	110	3.91	0.97
12	Kangwon	107	2.71	70	2.38	67	2.38	1.00
13	Kwangju	73	1.85	57	1.93	47	1.67	1.16
14	Incheon	58	1.47	47	1.59	54	1.92	0.83
15	Daejeon	52	1.32	39	1.32	36	1.28	1.03
16	Jeju	32	0.81	26	0.88	21	0.75	1.18
17	Japan	15	0.38	8	0.27	9	0.32	0.85
18	China	6	0.15	2	0.07	3	0.11	0.64
19	Others	3	0.08	1	0.03	0	0.00	
	Total	3942	100.00	2947	100.00	2812	100.00	

[Table 12] is the population distribution of managers divided by the distribution of the likelihood that they will become top managers for the year 1949 – seeing as this was the year that was closest to the average year of birth. If this figure is more than 1 it signifies that the region has produced more managers than was expected given their population, if it is lower then it has not produced as many as was to be expected. Looking at these figures, the region with the highest success rate of 2.83 is Seoul. This means that they

have produced almost 3 times more than what would be expected given their population. Even if we look at managers as a whole the figure shows 4.06 for Seoul once again highlighting the concentration of managers in the capital. After Seoul, Kyungnam with 0.79 and Kyungbuk 0.74 show that they do not even reach 1.

When looking at managers as a whole Seoul comes up with 4.06, Kyungnam 1.16 and Kyungbuk with 1.04 all show figures larger than 1, but when we look only at top management apart from Seoul there are no other regions that show figures larger than 1. We can take this to mean that only Seoul have been able to produce top managers.

[Table 12] Population distribution of place of origin / production of top managers

	Place	Distribution of top managers according to place of origin (a)		Population Distribution of 1949 (b)		Top Management Production (a/b)
		No.	%	Population	%	
1	Seoul	1,131	28.69	1,437,670	7.13	4.02
2	Kyungnam·Busan	686	17.40	3,133,697	15.54	1.12
3	Kyungbuk·Daegu	659	16.72	3,205,240	15.89	1.05
4	Chungnam·Daejeon	297	7.53	2,026,837	10.05	0.75
5	Junnam·Kwangju	277	7.03	3,041,491	15.08	0.47
6	Kyungki·Incheon	258	6.54	2,733,944	13.56	0.48
7	Junbuk	168	4.26	2,048,951	10.16	0.42
8	North Korea	156	3.96	-	-	-
9	Chungbuk	147	3.73	1,145,964	5.68	0.66
10	Kangwon	107	2.71	1,138,435	5.65	0.48
11	Jeju	32	0.81	254,527	1.26	0.64
12	Japan	15	0.38	-	-	-
13	China	6	0.15	-	-	-
14	Others	3	0.08	-	-	-
	Total	3,942	100.00	20,166,756	100	

If we take a look at the data from 1955 to 2005 through a time-series we can gather some more information. Firstly, as the years have progressed we can see a positive increase in managers “originating” from Seoul. By 2005, the percentage is almost as high as 30% whilst between 1960~1970, with the division of the peninsula, the percentage of managers of North Korean heritage significantly decreased.

[Table 13] Yearly distribution of top management according to place of origin

Place of origin	1955년		1960년		1965년		1970년		1975년		1980년		1985년		1990년		1995년		2000년		2005년	
	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%
Seoul	9	18.75	12	15.79	20	14.71	41	16.02	82	18.51	145	19.78	228	21.94	311	24.92	446	26.87	540	28.42	865	29.35
Kyungnam	6	12.50	9	11.84	18	13.24	38	14.84	62	14.00	112	15.28	142	13.67	169	13.54	223	13.43	238	12.53	359	12.18
Kyungbuk	7	14.58	11	14.47	16	11.76	31	12.11	52	11.74	94	12.82	134	12.90	160	12.82	201	12.11	229	12.05	355	12.05
Chungnam	3	6.25	4	5.26	9	6.62	18	7.03	26	5.87	45	6.14	67	6.45	73	5.85	90	5.42	122	6.42	196	6.65
Busan	1	2.08	1	1.32	3	2.21	9	3.52	24	5.42	34	4.64	54	5.20	68	5.45	92	5.54	97	5.11	165	5.60
Junnam	2	4.17	3	3.95	5	3.68	13	5.08	21	4.74	33	4.50	45	4.33	67	5.37	94	5.66	110	5.79	161	5.46
Daegu	1	2.08	3	3.95	5	3.68	7	2.73	13	2.93	25	3.41	45	4.33	52	4.17	80	4.82	91	4.79	143	4.85
Junbuk	2	4.17			4	2.94	7	2.73	19	4.29	29	3.96	45	4.33	54	4.33	76	4.58	90	4.74	139	4.72
Kyungki	3	6.25	4	5.26	9	6.62	13	5.08	24	5.42	37	5.05	48	4.62	56	4.49	70	4.22	72	3.79	127	4.31
Chungbuk	2	4.17	3	3.95	7	5.15	11	4.30	20	4.51	25	3.41	45	4.33	54	4.33	64	3.86	76	4.00	112	3.80
North Korea	8	16.67	18	23.68	28	20.59	47	18.36	60	13.54	89	12.14	97	9.34	81	6.49	90	5.42	65	3.42	75	2.54
Kangwon	3	6.25	4	5.26	7	5.15	11	4.30	17	3.84	24	3.27	34	3.27	32	2.56	40	2.41	45	2.37	70	2.38
Kwangju			2	2.63	3	2.21	5	1.95	8	1.81	14	1.91	16	1.54	24	1.92	29	1.75	39	2.05	57	1.93
Incheon									3	0.68	6	0.82	9	0.87	13	1.04	22	1.33	36	1.89	47	1.59
Daejeon	1	2.08	1	1.32	1	0.74	2	0.78	5	1.13	8	1.09	14	1.35	13	1.04	15	0.90	20	1.05	39	1.32
Jeju							1	0.39	4	0.90	7	0.95	9	0.87	12	0.96	15	0.90	20	1.05	26	0.88
Japan							1	0.39	2	0.45	4	0.55	4	0.38	6	0.48	9	0.54	7	0.37	8	0.27
China			1	1.32	1	0.74	1	0.39	1	0.23	1	0.14	1	0.10	2	0.16	3	0.18	2	0.11	2	0.07
USA																			1	0.05	1	0.03
Others											1	0.14	2	0.19	1	0.08	1	0.06				

Place of origin	1955년		1960년		1965년		1970년		1975년		1980년		1985년		1990년		1995년		2000년		2005년	
	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%	N o.	%
No Information			1		3		7		16		39		55		75		114		187		450	
Total	48	100	77	100	139	100	263	100	459	100	772	100	1094	100	1323	100	1774	100	2087	100	3397	100

If we look at the distribution of top managers' graduated high schools, there is little difference between theirs and the distribution for managers as a whole. Kyungki reigns supreme with 9.23% of top managers (7.53% of all managers), then Kyungbok with 5.07% (4.40% of all managers) Seoul with 4.63% (4.13% of all managers), Kyungnam with 2.98% (3.17% of all managers), Kyungbuk 2.85% (2.92% of all managers), Busan with 2.73% (2.57% of all managers) and Yongsan 2.22% (2.19% of all managers) – the order of the high schools is pretty similar, as are the ratios. The only difference being that the top 3 schools Kyungki, Kyungbok and Seoul have slightly higher percentages when looking only at the top management.

If we calculate the probabilities of being promoted into top management, Busan High School of Commerce with 1.25, Koonsung High School with 1.19 and Kwangju First High School with 1.16 show the highest likelihoods. The traditionally well performing schools also show pretty high probabilities also: Kyungki 1.00, Kyungbok 1.02 and Seoul 1.00.

From these figures we can see that Busan High School of Commerce has a particularly high percentage but we have to take into account that this is the high school that President Roh graduated from. Kim and Park (2004)'s study has proved that after the launching of the "people's government," managers from the Honam region have significantly increased in appearance and industries that were tightly regulated by the government have also seen prominent entries by those from the Honam region.

[Table 14] Distribution of top management according to graduated high school

	High School	Top Management		According to 2005 figures (a)		According to 1999 figures (b)		According to 2005 likelihood of Top Management gaining promotion (a/b)
		No.	%	No.	%	No.	%	
1	Kyungki	291	9.23	221	8.55	212	8.56	1.00
2	Kyungbok	160	5.07	125	4.84	118	4.77	1.02
3	Seoul	146	4.63	117	4.53	112	4.52	1.00
4	Kyungnam	94	2.98	82	3.17	86	3.47	0.91
5	Kyungbuk	90	2.85	73	2.83	76	3.07	0.92
6	Busan	86	2.73	72	2.79	74	2.99	0.93
7	Yongsan	70	2.22	60	2.32	60	2.42	0.96
8	Bosung	68	2.16	56	2.17	61	2.46	0.88
9	Joongang	65	2.06	56	2.17	57	2.30	0.94
10	Seoul National University high school	64	2.03	43	1.66	51	2.06	0.81
11	Daejeon	63	2.00	52	2.01	43	1.74	1.16
12	Jinju	49	1.55	41	1.59	34	1.37	1.16
13	Masan	47	1.49	36	1.39	41	1.66	0.84
14	Junju	47	1.49	39	1.51	41	1.66	0.91
15	Kyungdong	45	1.43	39	1.51	46	1.86	0.81
16	Kwangju First	44	1.40	41	1.59	42	1.70	0.94
17	Joongdong	42	1.33	38	1.47	39	1.58	0.93
18	Busan High School of Commerce	41	1.30	34	1.32	26	1.05	1.25
19	Kwangju	39	1.24	31	1.20	29	1.17	1.02
20	Kaesung	35	1.11	30	1.16	27	1.09	1.06
21	Paichai	34	1.08	28	1.08	30	1.21	0.89
22	Koonsung	33	1.05	26	1.01	33	1.33	0.75
23	Daegu High School of Commerce	32	1.01	27	1.04	32	1.29	0.81
24	Chungju	30	0.95	28	1.08	25	1.01	1.07
25	Dong Sung	29	0.92	21	0.81	21	0.85	0.96
	Others	1410	44.71	1979	45.12	2112	59.86	0.75
	Total	3154	100.0	3397	100.00	3528	100.00	

From 1955 to 2005, if we look at the time-series, the concentration of the Big 3 schools (Kyungki, Kyungbok and Seoul) peak between 1980~1990 and then it slowly decreases after that period. This is can be due to the government's education equalization policy that came into play in 1974. Thus, the concentration of talented students being in

the traditionally well-performing schools has lessened after 1974, as they have grown up to become top managers, the concentration of talented students has significantly mitigated.

[Table 15] Yearly distribution of Top Management according to graduated High School

High School	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	High School	No.	%	No.	%	No.	%	No.	%	No.	%
Kyungki High School	1	3.85			1	1.39	9	5.66	29	9.93	53	10.69	82	11.60	114	11.79	141	10.72	142	8.94	221	8.55
Kyungbok High School							2	1.26	6	2.05	19	3.83	35	4.95	50	5.17	74	5.63	81	5.10	125	4.84
Seoul High School	1	3.85	1	2.63	2	2.78	6	3.77	14	4.79	25	5.04	36	5.09	50	5.17	62	4.71	72	4.53	117	4.53
Kyungnam High School			1	2.63	1	1.39	3	1.89	8	2.74	19	3.83	26	3.68	37	3.83	46	3.50	45	2.83	82	3.17
Kyungbuk High School					1	1.39	5	3.14	9	3.08	13	2.62	20	2.83	26	2.69	33	2.51	43	2.71	73	2.83
Busan High School					1	1.39	3	1.89	6	2.05	12	2.42	14	1.98	22	2.28	29	2.21	38	2.39	72	2.79
Yongsan High School							2	1.26	4	1.37	10	2.02	17	2.40	23	2.38	29	2.21	37	2.33	60	2.32
Joongang High School					1	1.39	2	1.26	3	1.03	5	1.01	7	0.99	23	2.38	34	2.59	41	2.58	58	2.24
Bosung	1	3.85	1	2.63			2	1.26	6	2.05	9	1.81	11	1.56	16	1.65	25	1.90	38	2.39	56	2.17
Daejeon High School					1	1.39	4	2.52	6	2.05	9	1.81	10	1.41	15	1.55	18	1.37	21	1.32	52	2.01
Seoul National University High School							1	0.63	4	1.37	7	1.41	13	1.84	15	1.55	18	1.37	27	1.70	43	1.66
Kwangju First High School			1	2.63	1	1.39					2	0.40	1	0.14	5	0.52	9	0.68	22	1.38	41	1.59
Jinju High School					1	1.39	2	1.26	6	2.05	10	2.02	12	1.70	16	1.65	24	1.83	21	1.32	41	1.59
Kyungdong High									1	0.34	7	1.41	9	1.27	13	1.34	18	1.37	27	1.70	39	1.51

High School	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	High School	No.	%	No.	%	No.	%	No.	%	No.	%
School																						
JunjuHigh School							2	1.26	6	2.05	8	1.61	9	1.27	14	1.45	17	1.29	25	1.57	39	1.51
JoongdongHigh School							2	1.26	2	0.68	4	0.81	6	0.85	9	0.93	15	1.14	20	1.26	38	1.47
MasanHigh School					1	1.39	1	0.63	3	1.03	6	1.21	7	0.99	8	0.83	14	1.06	23	1.45	36	1.39
Busan High School of Commerce							1	0.63	4	1.37	6	1.21	8	1.13	12	1.24	15	1.14	18	1.13	34	1.32
KwangjuHigh School					1	1.39	2	1.26	3	1.03	6	1.21	7	0.99	11	1.14	15	1.14	20	1.26	31	1.20
KaesungHigh School									2	0.68	3	0.60	7	0.99	7	0.72	11	0.84	15	0.94	30	1.16
PaichaiHigh School							1	0.63	3	1.03	6	1.21	6	0.85	8	0.83	15	1.14	18	1.13	28	1.08
ChungjuHigh School			1	2.63	2	2.78	2	1.26	5	1.71	6	1.21	8	1.13	11	1.14	13	0.99	22	1.38	28	1.08
DaegwangHigh School									1	0.34	2	0.40	5	0.71	6	0.62	9	0.68	15	0.94	27	1.04
Daegu High School of Commerce	1	3.85	1	2.63	2	2.78	3	1.89	3	1.03	4	0.81	5	0.71	6	0.62	10	0.76	12	0.76	27	1.04
Kyungbuk Univ. High School											1	0.20	6	0.85	12	1.24	15	1.14	14	0.88	26	1.01
Others	22	84.62	32	84.21	56	77.78	104	65.41	158	54.11	244	49.19	340	48.09	438	45.29	606	46.08	732	46.07	1160	44.89
No Information	22		39		67		104		167		276		387		356		459		498		813	
Total	48	100.00	77	100.00	139	100.00	263	100.00	459	100.00	772	100.00	1094	100.00	1323	100.00	1774	100.00	2087	100.00	3397	100.00

The distribution of top managers' universities is very much the same as the distribution of all managers' universities. We have information about 4,053 top managers' graduated universities from a total of 4,429. Even if we assume that the remaining managers have not received a university degree, the percentage of top managers being university graduates would still be a very high 95.1% (93.91% of all managers).

If we look at the distribution of managers' universities we can see that the order goes: Seoul National University 28.45% (26.39% of all managers), Korea University 10.09% (10.84% of all managers), Yonsei University 9.50% (9.71% of all managers), Hanyang University 6.83% (7.08% of all managers), SungKyunKwan University 5.18% (5.64% of all managers), foreign universities 4.71% (3.35% of all managers) – the order of schools and the ratios are similar for top managers and all managers. If we look at the ratio for Seoul National University and foreign universities it shows 1~2% points higher for top managers than all managers as a whole.

If we look at the likelihood of managers becoming top managers by graduated university we can see that Korea National Open University with 1.23 has the highest probability. Then, Konkuk University with 1.22, Dankuk University 1.17, Chosun University 1.17, Kyunghee University 1.16, Junnam University 1.14, Korean Military Academy 1.12 and foreign universities 1.11.

Whilst the traditionally elite universities, Seoul National, Korea and Yonsei, are not showing particularly high probabilities of managers becoming top managers, universities that did not even appear on the time series at the beginning are showing encouraging signs. As time has passed we are seeing an increasing trend of top managers not being graduates of top universities, which is a positive sign that it is not only the elite that can make it to the top of a company. The high probability of graduates of Korea National Open University becoming top managers is also another positive indication of this.

The high probability of the Korean Military Academy is also worthy of note. This is most likely because of the influence of the military government at this time; authoritarian rule would have meant that many from the Korean Military Academy would have been placed as top managers rather than going through the process of becoming a manager and being promoted. Also because there were many cases of companies being founded by soldiers themselves during this period, the proportion of managers from the Korean Military Academy is unnaturally high.

[Table 16] Distribution of Top Management according to Graduated University

	Graduated University	Top Management		According to 2005 figures (a)		According to 1999 figures (b)		According to 2005 figures Top Management likelihood of promotion (a/b)
		No.	%	No.	%	No.	%	
1	Seoul National University	1153	28.45	813	25.78	780	26.45	0.97
2	Korea University	409	10.09	324	10.28	300	10.17	1.01
3	Yonsei University	385	9.50	299	9.48	299	10.14	0.94
4	Hanyang University	277	6.83	236	7.48	231	7.83	0.96
5	SungKyunKwan University	210	5.18	176	5.58	168	5.70	0.98
6	Foreign Universities	191	4.71	139	4.41	117	3.97	1.11
7	Joongang University	124	3.06	99	3.14	87	2.95	1.06
8	Hankuk University of Foreign Studies	88	2.17	75	2.38	66	2.24	1.06
9	Busan University	87	2.15	69	2.19	78	2.64	0.83
10	Dongkuk University	83	2.05	66	2.09	67	2.27	0.92
11	Kyunghee University	82	2.02	72	2.28	58	1.97	1.16
12	Youngnam University	81	2.00	68	2.16	70	2.37	0.91
13	Donga University	77	1.90	61	1.93	54	1.83	1.06
14	Konkuk University	66	1.63	55	1.74	42	1.42	1.22
15	Inha University	53	1.31	49	1.55	48	1.63	0.95
16	Suh Kang University	52	1.28	48	1.52	44	1.49	1.02
17	Kyungbuk University	44	1.09	34	1.08	37	1.25	0.86
18	Junnam University	41	1.01	33	1.05	27	0.92	1.14
19	Korean Military Academy	36	0.89	12	0.38	10	0.34	1.12
20	Dankuk University	33	0.81	25	0.79	20	0.68	1.17
21	Chosun University	31	0.76	25	0.79	20	0.68	1.17
22	Myungji University	28	0.69	25	0.79	26	0.88	0.90
23	Kookmin	26	0.64	17	0.54	18	0.61	0.88

	University							
24	Hongik University	25	0.62	22	0.70	19	0.64	1.08
25	Junbuk University	24	0.59	20	0.63	23	0.78	0.81
26	Korea National Open University	22	0.54	21	0.67	16	0.54	1.23
27	Others	325	8.02	514	8.56	224	7.60	
	Total	4053	100.00	3397	100.00	2949	100.00	

If we take a look at the time series from 1955 to 2005 we can see that top managers from Seoul National University reached the 20% mark around the 1960s and have maintained that percentage. The strange thing is the percentage of foreign universities in 1955 was 47.37% of top managers, but over the years this has dropped significantly, so that in 2005 it fell to 4.41%. This shows that the popularity of foreign educated top managers has dropped in preference to domestically educated managers.

Also the influence of the authoritarian government meant that there were many top managers who had graduated from the Korean Military Academy thus, the peak in numbers from the mid-1970s to the mid-1990s takes a nosedive at the turn of the century.

The two rival schools Korea University and Yonsei University: aside from the period between 1995 and 2000 there are more top managers from Korea University than Yonsei showing that at least in business Korea University are doing better. But as we can see rise in the number of top managers having graduated from universities that were not even on the scale at the beginning of the study, we can see that the influence of the university from which you graduated determining your chances of becoming a top manager, are slowly diminishing.

[Table 17] Yearly distribution of Top Management according to Graduated University

Graduated University	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Seoul National University	2	10.53	8	22.86	18	24.00	37	22.42	78	23.56	152	25.59	246	27.99	306	27.15	434	27.87	472	24.79	813	25.78
Korea University	1	5.26	3	8.57	5	6.67	11	6.67	31	9.37	53	8.92	67	7.62	98	8.70	135	8.67	180	9.45	324	10.28
Yonsei University			1	2.86	1	1.33	9	5.45	19	5.74	43	7.24	67	7.62	90	7.99	139	8.93	183	9.61	299	9.48
Hanyang University			2	5.71	3	4.00	6	3.64	22	6.65	42	7.07	59	6.71	84	7.45	116	7.45	151	7.93	236	7.48
SungKyunKwan University					1	1.33	9	5.45	17	5.14	31	5.22	44	5.01	56	4.97	78	5.01	112	5.88	176	5.58
Overseas Universities	9	47.37	8	22.86	11	14.67	22	13.33	35	10.57	50	8.42	73	8.30	81	7.19	100	6.42	107	5.62	139	4.41
JoongangUniversity					3	4.00	10	6.06	16	4.83	27	4.55	39	4.44	49	4.35	60	3.85	65	3.41	99	3.14
Hankuk University of Foreign Studies							1	0.61	5	1.51	6	1.01	12	1.37	19	1.69	33	2.12	47	2.47	75	2.38
KyungheeUniversity					1	1.33	4	2.42	7	2.11	14	2.36	18	2.05	23	2.04	30	1.93	43	2.26	72	2.28
BusanUniversity							1	0.61	6	1.81	12	2.02	17	1.93	24	2.13	33	2.12	40	2.10	69	2.19
YoungnamUniversity			1	2.86	1	1.33	2	1.21	4	1.21	5	0.84	14	1.59	15	1.33	27	1.73	35	1.84	68	2.16
DongkukUniversity			1	2.86	5	6.67	8	4.85	13	3.93	20	3.37	26	2.96	32	2.84	44	2.83	46	2.42	66	2.09
DongaUniversity			2	5.71	6	8.00	7	4.24	10	3.02	15	2.53	23	2.62	27	2.40	39	2.50	40	2.10	61	1.93
KonkukUniversity	4	21.05	4	11.43	6	8.00	6	3.64	8	2.42	17	2.86	19	2.16	24	2.13	29	1.86	31	1.63	55	1.74
InhaUniversity									1	0.30	3	0.51	7	0.80	13	1.15	20	1.28	25	1.31	49	1.55
Suh Kang University											1	0.17	1	0.11	7	0.62	10	0.64	19	1.00	48	1.52
KyungbukUniversity									1	0.30	3	0.51	8	0.91	11	0.98	16	1.03	19	1.00	34	1.08
JunnamUniversity					3	4.00	3	1.82	2	0.60	4	0.67	7	0.80	10	0.89	11	0.71	19	1.00	33	1.05
DankukUniversity					2	2.67	4	2.42	4	1.21	6	1.01	9	1.02	11	0.98	14	0.90	16	0.84	25	0.79
MyungjiUniversity							1	0.61	1	0.30	3	0.51	6	0.68	7	0.62	10	0.64	15	0.79	25	0.79
ChosunUniversity							1	0.61	3	0.91	5	0.84	5	0.57	7	0.62	12	0.77	16	0.84	25	0.79
HongikUniversity									1	0.30	4	0.67	6	0.68	6	0.53	8	0.51	12	0.63	22	0.70
Korea National Open University									1	0.30	2	0.34	4	0.46	4	0.35	7	0.45	12	0.63	21	0.67

Graduated University	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
JunbukUniversity											1	0.17	4	0.46	5	0.44	7	0.45	12	0.63	20	0.63
KoreanMarineUniversity							1	0.61	1	0.30	8	1.35	10	1.14	10	0.89	13	0.83	14	0.74	19	0.60
KookminUniversity	1	5.26							4	1.21	5	0.84	5	0.57	11	0.98	12	0.77	10	0.53	17	0.54
Ewha Woman's University									1	0.30	1	0.17	1	0.11	3	0.27	8	0.51	13	0.68	17	0.54
KyungkiUniversity															3	0.27	4	0.26	6	0.32	15	0.48
Soong-Sil University															2	0.18	2	0.13	5	0.26	13	0.41
Korean Military Academy							2	1.21	4	1.21	9	1.52	15	1.71	13	1.15	15	0.96	6	0.32	12	0.38
Others	2	10.53	5	14.29	9	12.00	20	12.12	36	10.88	52	8.75	67	7.62	76	6.74	91	5.84	133	6.99	206	6.18
No Information	29		42		64		98		128		178		215		196		217		183		244	
Total	48	100.00	77	100.00	139	100.00	263	100.00	459	100.00	772	100.00	1094	100.00	1323	100.00	1774	100.00	2087	100.00	3397	100.00

The distribution of disciplines that top managers studied at university is also very similar to the distribution of disciplines studied by all managers. Business Administration seems to be the most popular with 16.13% of top managers (16.51% of all managers) having studied it at university. Next is Economics with 10.46% (9.65% of all managers), Law with 6.16% (7.58% of all managers), Commerce with 4.93% (3.34% of all managers), Chemical Engineering with 4.20% (4.50% of all managers), and Mechanical Engineering with 3.76% (4.84% of all managers). As the average age of top managers is somewhat older than managers in general, those who have studied Commerce appears to be more popular than when you look at the subjects studied by all managers (7th place). Commerce was the name of the department that included Economics and Business Administration before its separation in 1960. Also among the engineers, when looking at just the top managers, Chemical Engineering is higher than Mechanical Engineering, unlike when looking at all managers.

If we look at the order according to department, Economics and Commerce takes up 35.69% (34.12% of all managers), then the Engineering department with 25.75% (30.04% of all managers), Law with 16.16% (14.29% of all managers), Humanities 9.05% (8.76% of all managers), Natural Sciences with 5.40% (5.76% of all managers) and others with 7.96% (3.79 of all managers). Whilst the order is the same, the ratio is somewhat smaller for the Engineering department when looking only at top managers, but the difference is distributed among other disciplines. Whilst many managers have been trained in the engineering field, there seem to be few that have reached the level of top management.

Taking 2005 as the standard and dividing it by 1999 figures to calculate the probability of becoming a top manager according to the subject you studied at university, we find that Sociology 1.50, Media and Broadcasting 1.30, Public Administration 1.26, Commerce 1.23, and International Politics 1.15 have the highest probabilities. Those with Humanities backgrounds seem to find it difficult to get into managerial positions, but once they are there, the likelihood of them reaching the top management is pretty high.

Looking at the engineering degrees, Electronic engineering 0.74, Mechanical Engineering 0.8, Chemical Engineering 0.89 and Metallurgical Engineering 0.89, whilst they might not look as promising as the other subjects listed above, their recent appearance as the fields of expertise of executive directors and managing director positions in companies mean that these figures are slightly misleading. Engineering graduates are, however, more difficult to find in the top managerial positions of a firm.

[Table 18] Distribution of degrees held by top managers according to subject

	Major	Top Management		According to 2005 figures (a)		According to 2005 figures (b)		According to 2005 figures Top Management likelihood of promotion (a/b)
		No.	%	No.	%	No.	%	
1	Business Administration	592	16.13	493	16.85	1.01	592	16.13
2	Economics	384	10.46	285	9.74	0.99	384	10.46
3	Law	336	9.16	233	7.96	1.10	336	9.16
4	Commerce	181	4.93	99	3.38	1.08	181	4.93
5	Chemical Engineering	154	4.20	118	4.03	0.89	154	4.20
6	Mechanical Engineering	138	3.76	114	3.90	0.80	138	3.76
7	International Politics	134	3.65	97	3.32	1.15	134	3.65
8	Electronic Engineering	102	2.78	91	3.11	0.74	102	2.78
9	Public Administration	102	2.78	80	2.73	1.26	102	2.78
10	Civil Engineering	95	2.59	81	2.77	0.97	95	2.59
11	English Literature	91	2.48	73	2.49	0.95	91	2.48
12	Electric Engineering	89	2.43	76	2.60	1.06	89	2.43
13	Architecture and Construction	78	2.13	68	2.32	0.91	78	2.13
14	International Trade	73	1.99	64	2.19	0.95	73	1.99
15	Pharmacy	71	1.93	57	1.95	0.84	71	1.93
16	Metallurgical Engineering	53	1.44	45	1.54	0.89	53	1.44
17	Chemistry	42	1.14	32	1.09	1.08	42	1.14
18	Physics	39	1.06	28	0.96	0.80	39	1.06
19	Industrial Engineering	36	0.98	30	1.03	0.95	36	0.98
20	Sociology	31	0.84	27	0.92	1.50	31	0.84
21	Agriculture	29	0.79	12	0.41	0.87	29	0.79
22	History	29	0.79	22	0.75	1.23	29	0.79
23	Textile Engineering	28	0.76	25	0.85	1.00	28	0.76
24	Mathematics	28	0.76	25	0.85	0.91	28	0.76
25	Media and Broadcasting	28	0.76	26	0.89	1.30	28	0.76
26	Others	707	19.26	625	21.36		707	19.26
	Total	3670	100.00	2926	100.00		3670	100.00

If we look at the whole time-series from 1955 to 2005 we can see that business majors are increasing as the years have gone by. In 1965 they made up only 1.75% but through the years this has increased to 16.85% in 2005. On the other hand, Economics majors increased up to 1975, but after this point it has slowly declined. An even more significant decrease can be found in graduates of law; in 1955 they represented 30.77% of managers but in 2005 this had reduced to 7.96%. We can perhaps conclude that there is a visible trend of managers being of a business rather than a legal background.

Even if we look at this phenomenon by department we can see that the Business and Economics department in 1955 made up 23.08% which has increased to 34.65% in 2005, the legal department on the other hand has shrunk from 46.15% to 14.63%. Engineering graduates made an appearance in the 1960s and have continuously increased in number and proportion. The Humanities department, the Natural Sciences department and other departments appeared around 1975~1980, but this has been mainly attributed to the fact that this was when Korean firms increased both in number and in diversity.

[Table 19] Distribution of top managers according to their discipline by department

		Department	Major	No.	%
1	1	Business and Economics	Business Administration	592	16.13
	2	Business and Economics	Economics	384	10.46
	3	Business and Economics	Commerce	181	4.93
	4	Business and Economics	International Trade	73	1.99
	5		Others	80	2.18
	Sub-Total				1,310
2	1	Engineering	Chemical Engineering	154	4.20
	2	Engineering	Mechanical Engineering	138	3.76
	3	Engineering	Electronic Engineering	102	2.78
	4	Engineering	Civil Engineering	95	2.59
	5	Engineering	Electrical	89	2.43

			Engineering		
	6		Others	367	10.00
			Sub-Total	945	25.75
3	1	Law	Law	336	9.16
	2	Law	International Politics	134	3.65
	3	Law	Public Administration	102	2.78
	4	Law	Diplomacy	6	0.16
	5		Others	15	0.41
			Sub-Total	593	16.16
4	1	Humanities	English Literature	91	2.48
	2	Humanities	Sociology	31	0.84
	3	Humanities	History	29	0.79
	4	Humanities	Media and Broadcasting	28	0.76
	5	Humanities	Korean Studies	23	0.63
	6	Humanities	Germanic Studies	19	0.52
	7		Others	111	3.02
			Sub-Total	332	9.05
5	1	Natural Sciences	Chemistry	42	1.14
	2	Natural Sciences	Physics	39	1.06
	3	Natural Sciences	Mathematics	28	0.76
	4	Natural Sciences	Statistics	16	0.44
	5	Natural Sciences	Organic Chemistry	11	0.30
	6	Natural Sciences	Biology	11	0.30
	7		Others	51	1.39
			Sub-Total	198	5.40
6	1	Others	Pharmacy	71	1.93
	2	Others	Agriculture	29	0.79
	3	Others	Animal husbandry	12	0.33
	4	Others	Education	9	0.25
	5	Others	Machinery	8	0.22
	6	Others	Industrial	7	0.19

		Education		
7	Others	Physical Education	7	0.19
8		Others	149	4.06
Sub-Total			292	7.96
Total			3,670	100.00

[Table 20] Yearly distribution of top managers' majors by subject

Department	Major	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
Business and Economics	Business Administration					1	1.75	4	3.28	13	5.12	43	9.01	70	9.75	122	12.60	184	13.47	269	15.41	493	16.85
Business and Economics	Economics	3	23.08	2	8.00	8	14.04	16	13.11	40	15.75	65	13.63	84	11.70	105	10.85	154	11.27	194	11.11	285	9.74
Law	Law	4	30.77	7	28.00	13	22.81	25	20.49	43	16.93	64	13.42	93	12.95	105	10.85	145	10.61	144	8.25	233	7.96
Engineering	Chemical Engineering			2	8.00	3	5.26	4	3.28	5	1.97	13	2.73	29	4.04	39	4.03	61	4.47	63	3.61	118	4.03
Engineering	Mechanical Engineering			1	4.00	2	3.51	3	2.46	5	1.97	19	3.98	31	4.32	42	4.34	51	3.73	65	3.72	114	3.90
Business and Economics	Commerce			1	4.00	4	7.02	9	7.38	23	9.06	38	7.97	50	6.96	70	7.23	92	6.73	70	4.01	99	3.38
Law	International Politics			1	4.00	3	5.26	8	6.56	15	5.91	29	6.08	48	6.69	54	5.58	66	4.83	63	3.61	97	3.32
Engineering	Electronic Engineering							1	0.82	1	0.39	3	0.63	9	1.25	19	1.96	32	2.34	57	3.26	91	3.11
Engineering	Civil Engineering									3	1.18	8	1.68	17	2.37	21	2.17	39	2.86	53	3.04	81	2.77
Law	Public Administration							2	1.64	4	1.57	9	1.89	12	1.67	17	1.76	28	2.05	25	1.43	80	2.73
Engineering	Electrical Engineering			1	4.00	2	3.51	2	1.64	3	1.18	7	1.47	16	2.23	22	2.27	27	1.98	50	2.86	76	2.60
Humanities	English Literature			1	4.00	2	3.51	3	2.46	8	3.15	11	2.31	20	2.79	30	3.10	45	3.29	57	3.26	73	2.49
Engineering	Architecture							3	2.46	8	3.15	17	3.56	19	2.65	25	2.58	34	2.49	42	2.41	68	2.32

Department	Major	1955		1960		1965		1970		1975		1980		1985		1990		1995		2000		2005	
		No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%	No	%
	and Construction																						
Business and Economics	International Trade					1	1.75	1	0.82	5	1.97	6	1.26	9	1.25	11	1.14	19	1.39	32	1.83	64	2.19
Others	Pharmacy	2	15.38	2	8.00	4	7.02	11	9.02	17	6.69	22	4.61	26	3.62	31	3.20	39	2.86	37	2.12	57	1.95
Engineering	Metallurgical Engineering							1	0.82	1	0.39	5	1.05	7	0.97	12	1.24	18	1.32	25	1.43	45	1.54
Natural Sciences	Chemistry	1	7.69	1	4.00	2	3.51	2	1.64	2	0.79	5	1.05	6	0.84	9	0.93	13	0.95	16	0.92	32	1.09
Engineering	Industrial Engineering					1	1.75	1	0.82	1	0.39	4	0.84	4	0.56	5	0.52	10	0.73	15	0.86	30	1.03
Natural Sciences	Physics											3	0.63	7	0.97	8	0.83	17	1.24	19	1.09	28	0.96
Humanities	Sociology					1	1.75	1	0.82	2	0.79	4	0.84	5	0.70	8	0.83	9	0.66	13	0.74	27	0.92
Humanities	Media and Broadcasting																	4	0.29	9	0.52	26	0.89
Engineering	Textile Engineering							1	0.82	3	1.18	6	1.26	8	1.11	10	1.03	10	0.73	16	0.92	25	0.85
Natural Sciences	Mathematics							1	0.82	2	0.79	3	0.63	4	0.56	6	0.62	7	0.51	15	0.86	25	0.85
Humanities	Korean Studies													2	0.28	3	0.31	5	0.37	14	0.80	22	0.75
Humanities	History									1	0.39	3	0.63	6	0.84	11	1.14	16	1.17	14	0.80	22	0.75
	Others	3	23.08	6	24.00	10	17.54	23	18.85	49	19.29	90	18.87	136	18.94	183	18.90	241	17.64	369	21.13	615	21.02
	Total	13	100.00	25	100.00	57	100.00	122	100.00	254	100.00	477	100.00	718	100.00	968	100.00	1366	100.00	1746	100.00	2926	100.00

6. Growth process of managerial classes in Korean firms

In order to look at the growth process of Korean firms, we took a look at the average time it took for an entry level employee to reach a certain level and at what age they did so, for each year. First, starting with the top manager, the average age upon reaching this level within the company has steadily increased over the years. In the case of top managers, in the 1950s, the “average” top manager was in his 30s; this increased to 40s by 1985 and from then to the 1990s reached the 50s. By 2005, the average age of a top manager reached 57.5 years of age – an approximate increase of 20.3 years.

Looking at the data of the board of directors shows similar results: in the case of *jun-mu* level (executive vice-president, vice-president) in 1955, the average age of a *jun-mu* was around 34.5 years old. This increased to the 40s between 1965 and 1995, and at the turn of the century increased to 50s. The average age of a *jun-mu* in 2005 was 52.9 which is approximately an 18.4 year increase. This is about 4.6 years younger than the top management.

Sang-mu (senior vice-president) also shows similar results to the directors’ but whilst they start with comparatively younger average age of 31.8 in 1955, they are able to maintain this kind of age only until 1985, when it reached its 40s. Even now, their average age has not increased as dramatically as the other positions, for in 2005 the average age at 49.9 was an increase of 18.1 years since 1955 which makes it 7.6 years younger than the top management and 3 years younger than the average age of a *jun-mu*.

If we take a look at the time it takes for an entry level employee to reach a certain position in the company, the data on that shows that whilst there was a dip between 1975 and 1980, after that there is a continuous rise in the average length it takes to make it to the top. In the case of the top management, 1975 showed the greatest decrease in average length of time it takes for an entry level to make it to the top, as it only took 11.81 years then, but this kept increasing till reached 23.31 in 2005. The length of time it took to become a *jun-mu* decreased most in 1980 as it took only 14.24 years to reach that level, but this increased till it reached 20.78 in 2005. Becoming a *sang-mu* took the shortest time in 1975 as it took 7.17 years to do so, after that it increased until in 2005 it reached 16.55.

This is because Korean firms grew in both size and number during the period between 1975~1980, as there was a concentration of young managers appearing on the scene then. But after this initial expansion as things settled, managers’ ages increased and the time it took to reach high positions increased also.

[Table 22] Process to top management level *

	1955	1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	total
Average age	37.2	39.9	41.2	42.8	44.7	46.8	49.5	51.1	54.1	54.4	57.5	52.23
Time taken to management level upon entry (Years)	-	-	17.67	15.14	11.81	12.79	16.03	17.88	20.41	21.72	23.31	21.64

* President, CEO, chief director, vice- chairman, chairman

[Table 23] Process to *jun-mu* level**

	1955	1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	total
Average age	34.5	37.4	38.2	39.2	41.1	42.0	44.1	47.0	49.1	50.6	52.9	48.3
Time taken to management level upon entry (Years)	-	-	21	23	16.25	14.24	16.88	15.9	17.22	18.57	20.78	19.51

** Executive vice-president, vice-president

[Table 24] Process to *sang-mu* level ***

	1955	1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	total
Average age	31.8	32.4	34.1	35.9	37.1	38.9	41.5	43.0	45.8	47.8	49.9	44.7
Time taken to management level upon entry (Years)	-	-	14	9.5	7.17	8.86	11.44	12.27	12.18	13.69	16.55	15.14

*** Senior vice-president, director

7. Concluding remarks

In collecting the data for this study, the information that was gathered, was that concerning *sang-mu*, *jun-mu*, vice-president, CEO, president, vice-chairman, chairman. Each individual's name, year of birth, month and date of birth, place of origin, high school origin, university origin, Major, year of entry into firm, the company's name, and their position was recorded. The number of people included in this study total 6964; from this top managers (president, CEO, vice-chairman, chairman) represented 4429, 63.60% of the sample.

In terms of place of origin, 28.69% were from Seoul, then Kyungnam with 11.65%, Kyungbuk with 11.56% and Busan with 6.44%. In looking at the rate of success in becoming a top manager according to place of origin, it is highest in Seoul, then

Kyungnam and then Kyungbuk. This shows that Seoul and the Youngnam region have the highest rates of success in producing top managers.

If we take a look at the distribution of high schools that managers graduated from, we can see that Kyungki graduates make up 7.53%, Kyungbok 4.40%, Seoul 4.13%, Kyungnam 3.17%, Kyungbuk 2.92%, Busan 2.57% and Yongsan 2.19%. Universities show that 1,726 Seoul National University graduates make up 26.39% of the total, making them the highest proportion, then Korea University making up 10.84%, Yonsei University 9.71%, Hanyang University 7.08% and Sungkyunkwan University with 5.64%. In terms of Majors, the highest proportion of managers had studied Business Administration 16.51%, then Economics making up 9.65%, Law 7.58%, Mechanical Engineering 4.84% and Chemical Engineering 4.50%. This serves to support the idea that managers are from Commerce related backgrounds.

If we look at the majors according to department, however, we find that managers from the Engineering department have increased greatly. Economics and Commerce related backgrounds were the highest proportion with 34.12%, but Engineering came in a close second with 30.04%. Next, is Law with 14.29%, Humanities 8.76% and then Natural Sciences making up 5.76%.

By looking at the 4,429 top managers separately, we find that 28.69% are from Seoul, 12.08% are from Kyungbuk, 11.95% from Kyungnam, 6.22% from Chungnam, 5.45% from Busan, and 5.18% from Junnam. The high schools from which they graduated come in the order of Kyungki with 9.23%, then Kyungbok 5.05%, Seoul 4.64%, Kyungnam 2.98%, Busan 2.73% and Yongsan 2.22% showing a similarity in order and proportion with managers as a whole. The school that had the highest probability of producing a manager that would make it to the top was Busan High School of Commerce.

The distribution of universities that top managers had attended came in the following order: Seoul National University 28.45%, Korea University 10.09%, Yonsei University 9.50%, Hanyang University 6.83%, Sungkyunkwan University 5.18%, a University overseas 4.71% - which was the same as all the managers as a whole. Yet a rather unexpected result shows that once director has been reached the highest probability of advancing any higher up the hierarchy is if you're a graduate from Korea National Open University. As the time series progresses, the influence of the university you graduated from seems to dilute.

With regard to the top managers' academic backgrounds, 16.13% held Management degrees, then 10.46% Economics degrees, 6.16% Law degrees, 4.93% Commerce degrees, 4.20% Chemical Engineering and 3.76% Mechanical Engineering, showing a

similar pattern to managers as a whole. And if we look at the proportions by department rather than subject we find that again, Economics and Commerce represent 35.69%, Engineering 25.75%, Law 16.16% and Humanities 9.05%. But looking at the proportion of top managers holding Engineering degrees, it is slightly smaller than the proportion of Engineers when looking at them as a whole. If we look at the time series from 1955 to 2005, we can see an increase in the proportion of Business Administration degree holders as time goes by, but Law degrees holders has decreased from 30.77% to 7.96%. The trend of top managers seems to be a migration from Law to Business Administration. The average age of top managers has increased from 30s in 1950, to 40s in 1985 and 50s in 1990. In 2005, the average age of a top manager is 57.5. The age of *sang-mu* was 31.8 in 1955, but in 2005 has reached 49.9 – meaning an 18.1 year increase.

The influence of a manager's background and place of origin has also changed over time. The 70s and 80s portray the strength of the authoritarian military government as many there were many managers from the Youngnam region having graduated from the Military Academy. But after the democratization of Korea in 1987 and the introduction of a civilian government in 1992, there was a sharp decrease in the proportion of managers from Military Academy, and a decrease if not complete discontinuation of those from the Youngnam region. On the other hand, with the appearance of President Dae Jung Kim, who was from the Honam region, a consequent rise in the number of managers from the Honam region can be seen in the data trends. The proportion of managers from Seoul has continued to increase over this period of study, but the proportion of managers from Seoul National University seems to move in a similar pattern to those from the Honam region: sudden increase, stagnation, and then decline.

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