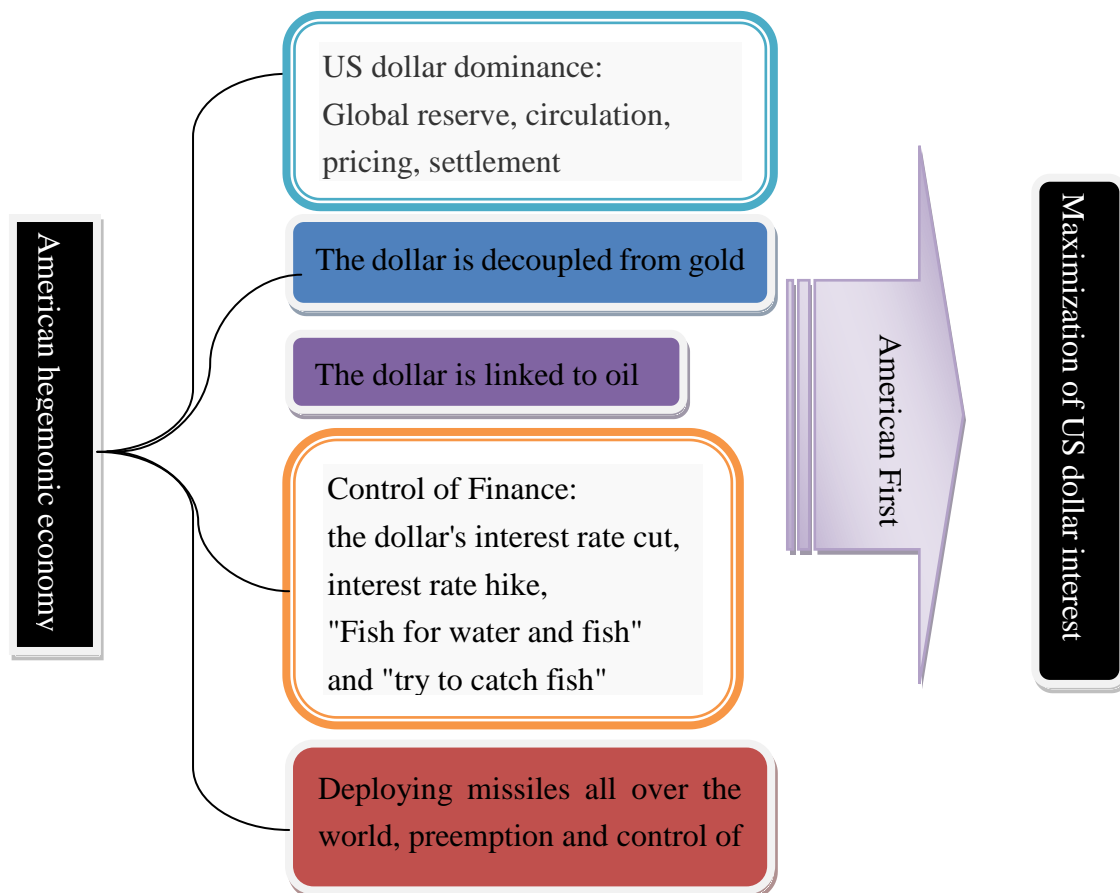


CHAPTER 3 RESEARCH METHOD

This article mainly uses the literature research method and the function analysis method to carry on the comprehensive and systematic research to the information of the Lotte Group. At the same time, it uses the methods of induction and deduction, analysis and synthesis, abstract and summary, and chart comparison to process and upgrade all kinds of information obtained. From the outside to the inside, we should try to understand the essence of things and find out their inherent laws so as to provide opportunities for other transnational enterprises to have "other hills and stones, and attack the jade".

3.1 The influence of the new political and economic era on the transnational enterprises.

In recent years, the world's largest economy, the United States, to pursue its global hegemony and the "American First" policy (Figure 3-1), breaking the relatively harmonious international political and economic environment, causing some transnational enterprises to suffer serious adverse effects.



(Figure 3-1, American hegemony and "American First", Source: author analysis and drawing)

In order to establish a new political and economic order, as the world's second largest economy Chinese in the original "Welcome In" policy "to encourage further "Going Out", China is pushing" The Belt and Road regional economy "and the" Global Economy "parallel strategy, to promote the construction of win-win cooperation as the core, with the characteristics of discuss, build and share ." "building a Human Community with shared destiny" The Chinese concept of "building a human community with shared destiny" was incorporated into a UN resolution ,February 10,2017,mirroring the global recognition of the concept and manifesting huge Chinese contribution to global governance.(The social dimension of the New Partnership for Africa's Development,adopted by the 55th United Nations Commission for Social Development) .Such two different political orientation will promote the global governance system and the great adjustment of the international order, which will inevitably lead to a qualitative change in its investment and living environment. Such environmental changes have led to the drowning of some transnational enterprises in the tide of political and economic reform. These transnational enterprises, such as the timely grasp of the domestic and international new political and economic policies, constantly improve the investment layout, adjust the strategic decisions, strengthen the resilience of wind resistant insurance, and expand the profit space of the enterprises. The enterprise is in an invincible position. Under such circumstances, the development and allocation of strategic talents, especially the Political-legal Strategic Talent, is particularly important for the sustainable development of transnational enterprises.

In 2017, the global transnational enterprises ,the South Korea's Lotte group had a major criminal case caused by political and economic factors occurred. It can be seen that the new political and economic era has arrived. This objectively requires political-legal strategic talents to provide them with timely and accurate political and legal information to provide decision makers with adequate decision-making.

3.2 The importance of political-legal strategic talents to transnational enterprises.

According to the implementation of the main political talent strategy is different, can be divided into national talent strategy and enterprise talent strategy, national talent strategy is to achieve the goal of national economic and social development, the talent as a strategic resource, the cultivation of talent, attract and use to make a major macro and overall conception and arrangement. The talent strategy of enterprises is to design and arrange reserve, special training, attracting and using for all levels of technology or management personnel. The core of talent strategy is to focus on the role of talents in the sustainable development and long-term development of the country, and carry out directional specialized training talents, attracting talents, using talents and retaining talents.

The strategic talents of transnational enterprises must be built within the framework of the enterprise development strategy, including core technical engineers or general engineers, financial analysts or CPA and CFO, HR Manager or director, policy and regulation information analysis and counsel or legal director, etc. Strategic talents, financial strategic talents, human capital management strategic talents, and political- legal talents. Strategic talents play a key role in achieving the strategic objectives of enterprises.

"The great university is in the master, and the enterprise is strong." (Meng,2017) .Strategic talent is the top talent of transnational enterprises Some of them have mastered the core technology or key technology of the transnational enterprises, some master the financial strength of the transnational enterprises and the highest secret of the financial flow, and some undertake the development, introduction and allocation of the core talents and key talents of the transnational enterprises, and some undertake the strategic decisions of the national and host foreign countries. It's safe. The political-legal strategic talents undertake the comprehensive analysis and study of the internal and external environment, the domestic environment and the international environment, the overall environment and the specific environment, the political environment, the economic environment, the social and cultural environment and the technical environment, and provide the special talents for the top stratagem of the enterprise. The importance of political-legal talents to transnational enterprises can be summarized as: or "well-organized", or "full plate is lost".

3.3 Comparison and analysis of five kinds of strategic talents management theory (Table3-1. Source : author's analysis and tabulation) .

Table 3-1: Comparison and analysis of five kinds of strategic talents management theory

Category of theory	representative figure	Main point of view		
Resource based theory	Wright & McMahan	Resource value, Heterogeneity, minority, (It is not easy to be imitated. Historical situation, cause and effect Fuzziness,	Representative of talent Competitive power, To serve as a representative Develop and integrate manpower Capital	Substantive capital: Factory, equipment, technology, geographical environment and so on. Human capital: The experience, judgment and knowledge of the members of the enterprise;

		society Complexity --not Mobility)	manpower Resource system.	Enterprise capital: Enterprise structure, planning, control and coordination system.
		Advantages: "human resources + human resource management activities" form the competitive advantage of enterprises.		
Behavioral role theory	Miles & Snow	Employee behavior is a mediator between strategy and firm performance. Human resource practices must be changed with different strategies.		
		Advantages: behavior role theory is very important for understanding the influence mechanism of human resource system on enterprise performance.		
human capital theory	Cascio	Strict selection, extensive training and competitive remuneration can represent direct human capital investment activities.		
	Huselid	High efficiency human resources activities can achieve the effect of enhancing enterprise performance through three aspects, such as staff skills, motivation and work enterprises. The working structure of enterprises is an important factor contributing to the effective use of human capital.		
	Snell & Dean	Talent management activities such as selection, extensive training, developmental performance evaluation, salary external equity and internal equity can realize the utility of human capital investment.		
General system theory	Wright & Snell	Human resource management is a sub system under a large enterprise. This system can improve the efficiency of the enterprise through the functions of obtaining, applying, retaining and transforming the competent personnel.		
Transaction cost theory	Jones	Limited rationality and opportunism are obstacles to human exchange. The limitation of personal information processing may not be the best decision.		
	Jones & Wright	Agency costs may occur in human resources input, personnel behavior and performance output		

	Advantages: transaction cost theory mainly discusses what environmental factors can prompt enterprises to make internal exchanges to reduce transaction costs. Due to the existence of transaction cost and agency cost, the enterprise will choose the appropriate management structure to form the lowest cost in the process of supervising, evaluating and executing the transaction and agent process.
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3.4 Connotation of strategic talent management.

As for the meaning of strategic human resource management, different scholars have different views.

Devanna, Fombrum and Tichy believe that the organizational structure and human resource management of enterprises are affected by the changes of the external environment such as economic, political, cultural or technical environment. The internal strategy should be adjusted appropriately with the change of the external environment, so that the organization can adapt to the external environment quickly through the coordination of each other. Change. In the same way, "The organization must adjust its strategy, organizational structure and human resource management spontaneously, so as to build a complete strategic human resource management and promote the human resources to a strategic role." (Zhang & Liu,2005).

Wright &Mc Mahan believes that strategic human resource management is a kind of activity that enables the enterprise to achieve the goal of organization through the planning model (patterns) of human resource allocation. The purpose of this activity is to achieve organizational goals. The specific connotations of Wright &Mc Mahan include: (1) human resource is regarded as a primary resource to gain competitive advantage. (2) it is emphasized that HR configuration can be achieved through HR planning, policy and specific time. (3) emphasize that the HR configuration that obtains competitive advantage can be vertically matched with the enterprise strategy and can be matched horizontally among various internal activities. (4) emphasize that all human resources activities are all for one purpose, that is, achieving enterprise goals. The advantage of this view lies in the clear purpose and the standard of procedure. "Horizontally, the human resource sub functions must be coordinated and integrated through a planned behavior pattern to form a form. In a vertical view, human resource management practices and enterprise strategies must be considered at the same time in order to help the organization achieve its goals." (Zhang&Liu,2005).

Martell & Caroll (1995) thinks that strategic human resource management is an enterprise in the long term in the process of human resource management policy formulation process and

strategic planning, the implementation of organizational performance and coordination.

(Table3-2: Martell & Carroll characteristics and connotation of strategic human resource management (sources: Zhang & Liu, 2005).

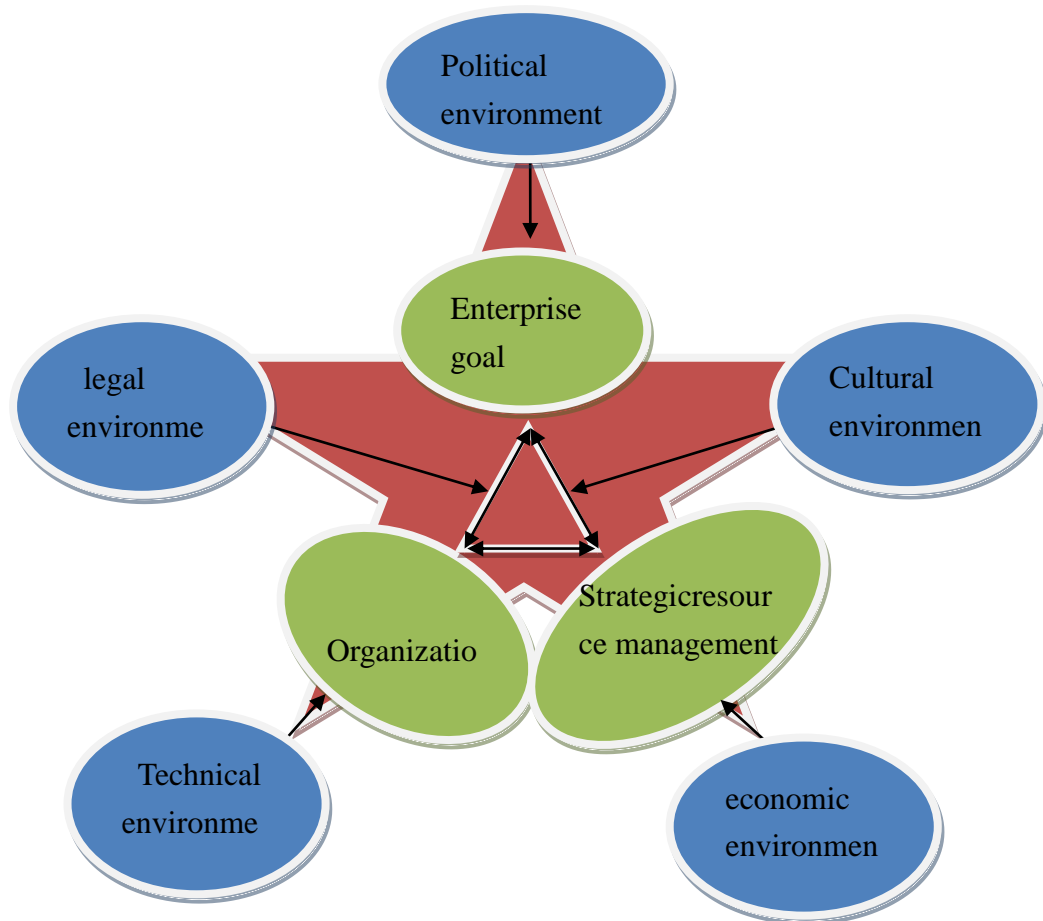
Characteristic	Connotation
A long view	In the evolution of the strategic oriented human resource function, it is usually the first priority to establish long-term plans for the use of human resources.
New links to human resource management and strategic planning.	This is an important factor in many strategic human resource management models, one of which is that human resource management can support the implementation of the strategy, and the other is that human resource management can actively influence the formation of strategy.
Human Resource management is associated with organizational performance	Most human resources management will think that human resource management plays a key role in achieving the goals of the organization; as the result of the strategy is to increase the economic value of the enterprise, human resource management has a direct impact on the profit of the enterprise.
Line managers participate in the human resource policy formulation process.	Recognizing the strategic importance of human resource management, the responsibility of human resource management will gradually fall on the line manager, especially on the selection and salary of managers.

Professor Zhang Zhengtang of Guanghua Management College of Peking University, China, and Liu Ning, the International Business College of Tianjin Nankai University, give their own definitions in their "strategic human resource management and their theoretical basis". "Strategic human resource management, is used to contact the enterprise human resources management strategy and organization process, and emphasizes the various activities of the enterprise human resources management with the help of consistent and. Strategic human resource management is different from the traditional human resource management plays a functional role, and in a more general oriented approach, the relationship between human resource and organization, the activities of thinking organization of external and internal advantages and disadvantages, identify potential opportunities and threats, the competitive strategy and organizational human resource management activities combined with the promotion of enterprise human resources management status, assist the organization to gain competitive advantage and achieve organizational goals" (Zhang&Liu,2005).

In practice, strategic human resource management has been proved by many transnational enterprises in China, Russia, Japan, the United States and Europe as an effective strategic way to get long-term sustainable competitive advantage. Compared with traditional human resource management, strategic human resource management is a high-level human resource management. It emphasizes the core function and role of strategic talents in achieving the strategic objectives of transnational enterprises. Strategic talent management in essence is to achieve the strategic goal, according to the enterprise needs strategic talent ability, quality, function and performance skills, formulate corresponding personnel management policies, systems, procedures and measures, to build a scientific and effective recruiting, educating, using and retaining talent management mechanism, to create the best the functional value for system in order to guarantee realization of the strategic goal of enterprise. It includes strategic talent management concept, strategic talent development and training, strategic talent allocation, strategic organization management, strategic salary management, strategic performance management and so on.

In recent years, with the deepening of research in various fields of economics, management, law, political science, environmental science and other resources, more and more scholars and business circles, and even politicians of the modern economy is the market economy, the market economy is the legal economy "theory concept has formed a consensus, and have also been popular. The author believes that the transnational enterprises strategic goals smoothly realistic external environmental factors will change accordingly, political environment, economic environment, legal environment, cultural environment, technological environment and transnational enterprises, like the air as the shadow follows the form and continue to influence enterprise strategic objectives setting, organizational structure and personnel, including strategic resource management such factors and their interactions. Because of this, transnational enterprises in human resources management, especially in the introduction, development, reserves, appointment and management of strategic talents, are particularly cautious.

Among the many external environmental factors, the political factors are the leading factors, the economic and technical factors are the basic factors, and the legal and cultural factors are the service factors, and they play a unique role in their respective posts. For the multinational enterprises, the political and environmental factors directly dominate the establishment of the multinational enterprise in the country, how to carry out the operation, how to formulate the enterprise goal strategy, and how to implement it. At the same time, political factors and other factors such as law restrict the establishment of organizational structure and the management of other strategic resources (Figure3-2).



(Figure 3-2, strategic resource management , source: author based on analysis and drawing)

In the context of strategic management being widely mentioned and used, human resource management is not only mentioned in the strategic position, but also mentioned at an unprecedented level. Though different scholars do not agree on the definition of strategic human resource management, their common core view is that human resource management activities are very important for enterprise performance and are influenced by both external and internal environment. Many scholars put forward different theoretical framework based on different theories to explain the relationship between human resource management and enterprise performance, such as resource based theory, behavior role theory, human resource theory, general system theory and transaction cost theory. The differences in their interpretation are mainly reflected in the difference between human resource management activities and the role of enterprise performance. These explanations form a different theoretical basis for strategic human resource management. On the one hand, these theoretical foundations reflect the deepening of strategic human resource management research. On the other hand, it shows that the mechanism of human resource management on corporate performance has not yet formed a unified theoretical model. Thus, a comprehensive theoretical analysis and empirical test on the relationship between human resource management and corporate performance and

the internalization of external environment of enterprises is the key to improve the theoretical basis and practical use value.

One of the distinctions of a successful talent management program is the creation of “talent pools” within a company, which provides a reliable and consistent internal source of talent. The development of talent pools makes it easier to train and develop desirable skills and traits in a broader group of employees, which results in improvement of performance across functions and levels. CEOs are finding, however, that to hone the competitive edge they must focus extra effort on the development of above-average talent across all director and executive levels and functions.

That said, at its best, talent management leverages and aligns the contribution of the entire company’s talent to the desired business outcomes through an integrated process that encompasses performance measurement, accountability, and advancement. Proper implementation of talent management consists of four key steps: (1) Conduct an honest, analytical review of the individual talent in the firm, by function and level, with the goal of identifying high performers. Team performance can be evaluated using assessments or performance reviews to assess the strengths, weaknesses of the entire team. This process should result in profiles of the higher performing talent to determine the most critical factors in their individual success. (2) Inventory the internal talent pool against the firm’s critical measurement standards or valued competencies. (3) Map the function, skills, and competencies against the strategic goals and success factors of high performing talent and identify and analyze the gap between high performers and the broader team. (4) Develop a strategy to close the “talent” gap, which includes employee training and development of recruiting policies that reflect the newly identified (and desirable) success factors unique to the company.

Implementing a strategic talent management process prepares business leaders to compete in the global economy and capitalize on opportunities. It allows them to: Become “proactive” versus “reactive” to the demand for critical talent needed to respond to company and industry changes; Identify success skills and traits that can be developed in all employees, and minimize training costs by focusing on key development areas unique to the company and its culture; Provide greater consistency among cross-functional teams with identified specific skills and competencies; Improve the recruiting process by measuring candidates against valued competencies unique to the company. To be most effective, talent management must be aligned with company strategy, define leadership criteria that are consistent across all functional areas, and identify the technical skills (analytical ability, experience/skills, intelligence) that are needed for growth. By applying a well-orchestrated approach to talent management, organizations will be better able to ensure they have high performing team members in place

who will significantly advance the company's business goals and profitability objectives—both now and in the future.

3.5 Political-legal strategic talents in transnational enterprises and their characteristics.

The politics-legal strategic talents are the core comprehensive strategic talents who provide policies, regulations, information collection and analysis, and decision making for the whole process of making, implementing, adjusting, stopping and ending the development of transnational enterprises. The political-legal strategic talents are different from the strategic talents in technology, finance, human capital management and other aspects, but also different from political analysts and legal advisers. For transnational enterprises.

The strategic talent of political and law has the following characteristics: (1) The politics-legal strategic talents should have the foresight ability, the forecast ability and the leading ability of the investment target. (2) The politics-legal strategic talents should have a keen and accurate comprehensive analysis and research ability and judgement ability for the possible problems of the host country's economy, politics, policy, law, culture, society and ecology in the host country. (3) The political-legal strategic talents should have the ability to provide complete analysis and decision making in a timely and accurate way. (4) The political-legal strategic talents can promote transnational enterprises better co-ordinate domestic and international two overall situation, better use of two domestic and international market an important period of development, the transnational enterprises in the reform not only full of vigour and change rapidly in order, both sustainable development and safety protection, transnational enterprises to realize the strategic goal of development.

3.6 Legal advisers is not political-legal strategic talents for transnational enterprises.

3.6.1 The meaning and classification of legal advisers.

Legal advisers have a broad and narrow sense. General legal counsel is a person with legal expertise and is invited to provide legal services to natural persons, enterprises, institutions, or other organizations. Some scholars "legal persons or other organizations set up within the legal affairs agencies of the staff, also known as legal adviser (Yang,2006). This is not the case in practice. Enterprises, institutions or other organizations set up within the legal affairs agencies of the staff, such as legal institutions, state organs and units set up within the enterprises and institutions and social organizations and other organizations set up within the Ministry of justice of the staff, all departments and units, enterprises and institutions or other organizations of the staff, generally not known as a legal adviser. A narrow sense legal adviser is a practicing lawyer who accepts legal services from natural persons, enterprises, organs or other

organizations, and is a traditional legal consultant. In modern society, general legal advisers are generally adopted.

According to the different subjects employed, they can be divided into private legal advisers, enterprise legal advisers, and legal advisers of organs and units. This article mainly discusses the legal advisers of enterprises. The legal advisers employed by transnational enterprises belong to the category of corporate legal advisers. Hire an enterprise as a consultant, and be hired (or assigned) to be a legal adviser. According to whether the employed persons have the status of practicing lawyer, they can be divided into lawyer counsel and non lawyer counsel. The two parties are equal in the activities of providing legal counsel. According to the different period of service, it can be divided into permanent legal advisers and special legal advisers. According to the different content of the service, it can be divided into the collection consultant, the Risk Management Legal consultant, the regulation and system construction consultant and so on.

3.6.2 The task and service content of the legal adviser

Enterprise legal adviser's task is to fully fulfill its contractual obligations and employ enterprises signed for enterprises, enterprises according to the law, in accordance with the "enterprise law" and other relevant laws and regulations of production, operation, management or other activities to provide legal services, commissioned by the enterprise shall handle the relevant legal affairs, safeguarding the legitimate rights and interests of enterprises, promote enterprise change management mechanism, improve the economic efficiency of enterprises, promoting the sustained and healthy development of production and operation of enterprises.

Generally speaking, the service contents of legal counsel mainly include assisting enterprises to establish legal dispute prevention mechanism, cooperate with relevant departments of enterprises, deal with related legal problems in time, and provide suggestions for specific matters to avoid legal risks. However, according to the differences between the legal consultant and the legal adviser, they may provide the following one or more legal advisory services: (1) To put forward legal opinions on major decisions in the production, operation and management of enterprises, to demonstrate from law, to provide legal basis, to answer legal advice from enterprises, to provide legal advice according to law, or to issue legal opinions on specific matters; (2) To assist the relevant departments of enterprises to draw up, formulate and review the articles of association and rules and regulations, to draft, modify and review the contracts, agreements and other relevant legal documents in the production, management, management and foreign contact activities of the enterprises; (3) Take part in business consultations and negotiations of economic projects, review or prepare all kinds of

legal documents required for negotiation, and conduct legal analysis and feasibility study on possible problems.(4) Accept the authorization of the enterprise and take part in the legal affairs of civil litigation, economic litigation, administrative litigation and other legal affairs, and the agency to handle the legal affairs such as arbitration and administrative reconsideration, and to sign or sign and deliver the relevant legal documents. (5) A legal argument, a solution, a legal opinion, a letter of negotiation, or a non litigious negotiation, reconciliation or mediation, in view of the disputes that the enterprise has or may be likely to occur in the future.(6) The legal opinions on deepening the reform, expanding the scope of operation, developing the export-oriented economy, transforming the operating mechanism of the enterprise, improving the economic benefit of the enterprise, and strengthening the related problems in production, management, management and foreign relations; (7) Pay attention to the issuance and revision of laws and regulations related to enterprises, and provide timely and effective legal information related to enterprise activities. (8) Assisting enterprises in carrying out legal publicity and education and legal training for cadres and workers, and giving legal knowledge to staff members of enterprises; (9) Provide guidance for the work of legal staff within the enterprise, and help enterprises establish and improve internal legal affairs institutions. (10) To handle other legal matters agreed upon by the two parties.

3.6.3The main body of the appointment of legal advisers and the way of appointment.

The two parties of the legal consultant appointment contract are to employ enterprises and law firms, or legal service centers, or legal consulting firms. In general, the personnel who do not allow the service of the legal counsel to sign an appointment contract directly with the hired enterprise, but after signing an appointment contract by their own units and then providing legal advisory services to the employment enterprises in the form of appointing, and the related consultant costs are also paid to the unit of the legal adviser, not the direct payment. The legal adviser himself. For example, the fourth articles issued by the Ministry of justice of the People's Republic of China on the legal advisers of an enterprise are issued by the Ministry of justice. "The enterprise employs a lawyer as a legal adviser, and the enterprise and the law firm (the legal counsel, the same below) sign the employment contract and agreement." The fifth item is: "enterprises employ lawyers as legal advisors, lawyers appointed by the law firm to do the job, and as far as possible to meet the requirements of the company's naming of lawyers. If necessary, more than two lawyers can be appointed to form a legal advisory group , and the legal advisory group can set up the chief legal adviser. Without the appointment of a lawyer's office, a lawyer can not act as an enterprise legal adviser in any form or name. "

The mode of appointment of legal advisers is mainly carried out in the way of signing the contract for the appointment of legal advisers, but there are a variety of specific forms, such as

(1) the joint application (that is, several lawyers have assigned their own lawyers to apply for an enterprise legal adviser, respectively), and (2) the appointment type (lawyer first and enterprise acquisition) Contact, and then select the lawyer as the legal adviser from the name of the enterprise to the lawyer), (3) the common service (the counsel and the corporate legal personnel provide the legal service for the enterprise), (4) the special agent (employing the same lawyer's counsel, and one of the lawyers as the chief consultant, for the enterprise. " Legal services), (5) other forms.

3.6.4 Charge standards for legal advisers

Companies need to pay high fees for legal counsel. In general, the provider of legal advisers will determine the cost of the corresponding legal advisers according to the annual turnover of the enterprise and the difference in the amount of work provided by the two parties. Take China as an example:

The business accounting year is less than 3 million yuan, and the legal adviser fee is 10000-30000 yuan every year:(1) Guard against, evade and resolve legal risks, establish legal documents, archives and contract management system; (2) Provide advisory services for legal issues in business operation and management of enterprises; (3) Review and amend all kinds of legal documents, such as agreements, contracts, articles of association, business correspondence, etc. (4) Participation or tracking of important economic activities such as business negotiations; (5) Providing legal advisory services for litigation and arbitration cases; (6) Legal documents, lawyers' proposals or lawyer's letters should be issued for special affairs.

The turnover of the enterprise accounting year is 3 million yuan to 8 million yuan, and the legal adviser fee is 20000 yuan to 60000 yuan every year:(1) Guard against, evade and resolve legal risks, establish legal documents, archives and contract management system; (2) Provide advisory services for legal issues in business operation and management of enterprises; (3) Review and amend all kinds of legal documents, such as agreements, contracts, articles of association, business correspondence, etc. (4) Participation or tracking of important economic activities such as business negotiations; (5) Providing legal advisory services for litigation and arbitration cases; (6) Legal documents, lawyers' proposals or lawyer's letters should be issued for special affairs. (7) Providing planning or legal advisory services for litigation and arbitration cases;(8) Regular home service 1 times a week.

The turnover of the enterprise accounting year is 8 million - 30 million yuan, and the legal adviser fee is 30000 yuan - 100000 yuan every year: Guard against, evade and resolve legal risks, establish legal documents, archives and contract management system; Provide advisory

services for legal issues in business operation and management of enterprises; Review and amend all kinds of legal documents, such as agreements, contracts, articles of association, business correspondence, etc. Participation or tracking of important economic activities such as business negotiations; Providing legal advisory services for litigation and arbitration cases; Legal documents, lawyers' proposals or lawyer's letters should be issued for special affairs. (7) Providing planning or legal advisory services for litigation and arbitration cases; (8) Regular home service 1 times a week. (9) Take part in or track important business activities such as business negotiations, tendering and bidding. (10) Investigate the qualification of the enterprise partners or potential customers, the business registration, the background, the current situation of management, the status of the assets, the status of the credit and so on.

The turnover of the enterprise accounting year is 30 million yuan to 80 million yuan, and the legal adviser fee is 40000 yuan to 150000 yuan every year:(1) Guard against, evade and resolve legal risks, establish legal documents, archives and contract management system; (2) Provide advisory services for legal issues in business operation and management of enterprises; (3) Review and amend all kinds of legal documents, such as agreements, contracts, articles of association, business correspondence, etc. (4) Participation or tracking of important economic activities such as business negotiations; (5) Providing legal advisory services for litigation and arbitration cases; (6) Legal documents, lawyers' proposals or lawyer's letters should be issued for special affairs. (7) Providing planning or legal advisory services for litigation and arbitration cases; (8) Regular home service 1 times a week.(9) To participate in or track important business activities such as business negotiations, tendering and bidding. (10) Investigate the qualification of the enterprise partners or potential customers, the business registration, the background, the current situation of management, the status of the assets, the status of the credit and so on. (11) Seeking and introducing joint venture partners or investors for enterprises to find, introduce projects or provide relevant information; (12) Providing credit account services for capital supervision. (13) Improve or establish internal rules and regulations and operation mechanism. (14) The service of the team of major legal affairs lawyers.

The turnover of the group accounting year is more than 800 million yuan, and the legal adviser fee is 100000 yuan to 1000000 yuan every year: (1) Guard against, evade and resolve legal risks, establish legal documents, archives and contract management system; (2) Provide advisory services for legal issues in business operation and management of enterprises; (3) Review and amend all kinds of legal documents, such as agreements, contracts, articles of association, business correspondence, etc. (4) Participation or tracking of important economic activities such as business negotiations; (5) Providing legal advisory services for litigation and arbitration cases; (6) Legal documents, lawyers' proposals or lawyer's letters should be issued

for special affairs. (7) Providing planning or legal advisory services for litigation and arbitration cases;(8) More than 2 times a week. (9) To participate in or track important business activities such as business negotiations, tendering and bidding. (10) Investigate the qualification of the enterprise partners or potential customers, the business registration, the background, the current situation of management, the status of the assets, the status of the credit and so on. (11) Seeking and introducing joint venture partners or investors for enterprises to find, introduce projects or provide relevant information; (12) Providing credit account services for capital supervision. (13) Improve or establish internal rules and regulations and operation mechanism. (14) The service of the major legal affairs lawyer team; (15) In addition to providing planning or legal advisory services for cases of litigation or arbitration, the number of free agents is within 1 million yuan of no more than 5 cases or arbitration cases.

It is necessary to pay special attention to the fact that, in addition to the particular clear agreement between the two parties mentioned above, all cases such as civil litigation, economic litigation, administrative litigation, criminal proceedings, or arbitration, administrative reconsideration, etc., should be paid separately if the enterprise needs to entrust his legal advisor as an agent. Generally, it is 10% - 30% in accordance with the conventional standard. If an enterprise needs a legal adviser to provide special service requirements other than its contractual requirements, it shall also be paid separately by negotiation.

3.6.5 Legal advisers and their roles in transnational enterprises

A legal adviser to a transnational enterprises is a lawyer and other person with legal expertise, accepted by a transnational enterprises, and provides a professional job for the transnational enterprise to avoid or solve the legal problems encountered in the production and management activities, or to handle various legal affairs through the delegated authorization of the transnational enterprises. Move.

The duty of the legal adviser is to assist the transnational enterprises to carry out the management of production and operation in accordance with the law or to provide proposals to avoid legal risk advisory opinions or to solve legal problems, and to safeguard the legitimate rights and interests of transnational enterprises. Under normal circumstances, in addition to issuing various legal matters, the trustee should be delegated by other enterprises. Otherwise, it is necessary for the transnational enterprises to go through the authorization procedures. It is beyond the scope of the legal adviser. That is, for transnational enterprises, the role of legal advisers is to provide advisory opinions for transnational enterprises to avoid future legal risks and to provide solutions to legal problems, and to safeguard the legitimate rights and interests

of transnational enterprises.

3.6.6 Comparison of legal advisers and political-legal strategic talents in transnational enterprises (Table 3-3)

Table3-3: comparison of transnational corporations' legal advisers and Political-legal Strategic talents. (author's analysis and tabulation)

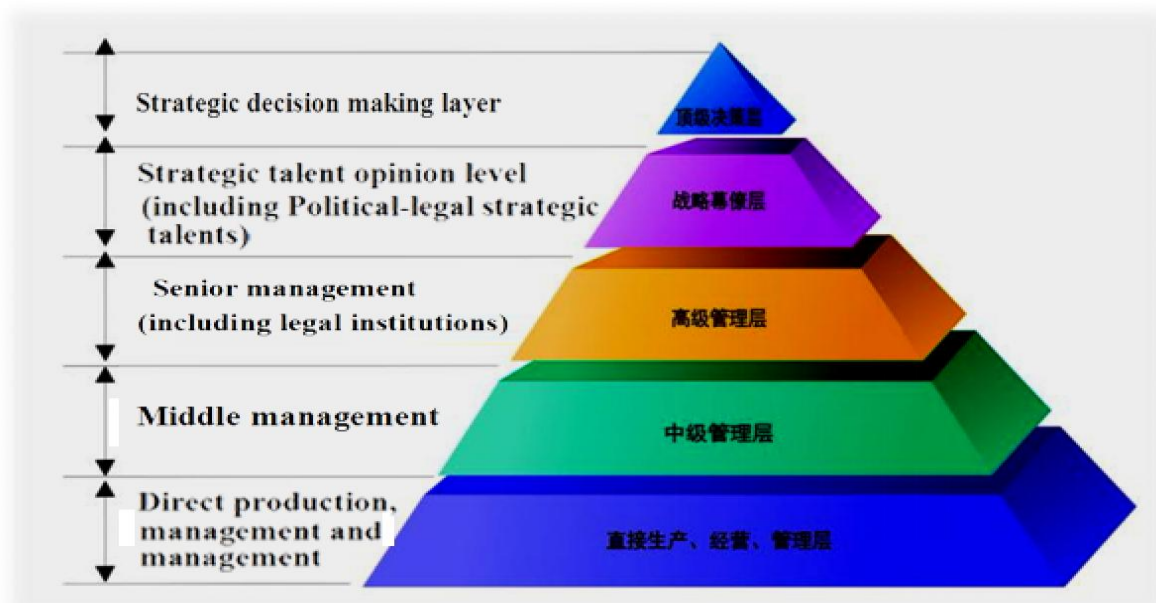
	Political-legal Strategic talents in transnational enterprises	Legal adviser to transnational enterprises
Staff membership	Personnel belonging to the enterprise	Do not belong to the personnel of the enterprise
Important level	Core talents of enterprise strategy	Reference, consultant
Expertise	Nationality country politics + enterprise host country politics + nationality country law + enterprise country law	National law
stability	Stable	Instable
Securit and risk control of enterprise development	Consciously pay close attention to and pay close attention to the political risks and legal risks that enterprises are facing or may face.	Only pay attention to the legal risks faced by enterprises
Degree of due diligence	Be conscientious and conscientious	Perfunctory, even "do not ask"
Substitutability	Irreplaceable	Can be replaced by the legal agency of the enterprise
The impact on the enterprise	Relate to the life and death of the enterprise	Risk of case loss

3.7 The legal affairs agencies of transnational corporations are not Political-legal strategic talents of transnational corporations.

With the development of market economy, the most obvious change trend of modern enterprises is the legalization and procedure of management mode. Market economy is also a rule of law economy, that is the reason. It is particularly important for transnational enterprises to use the means of the rule of law to safeguard their legitimate rights and interests through the rule of law procedure in economic and economic life, and to resist and attack unlawful infringement. In order to achieve this goal, it is necessary to set up a legal institution in the organizational structure of the enterprise to specialize in and deal with matters relating to the legal level in the production, management and management of the enterprise. For example,

operating regulations, rules and regulations, personnel labor contracts, tendering and bidding documents, housing leases, financing leases, transfer of debt and debt, economic and commercial contracts, international sale of goods, transfer of intellectual property and technical services, enterprise capital accounts are set up in management, enterprise merger or separation, enterprise organization Change, stock listing, bank exchange and so on, all of which involve the issuance or signing of legal documents, all of which involve the establishment, change, transfer and termination of various legal relations. A transnational enterprises is always faced with the adjustment of foreign investment law, company law, contract law, guarantee law, labor contract, insurance law, finance and securities law, financial law, maritime law and foreign trade law. To a certain extent, it has become an important sign that modern transnational enterprises can effectively guarantee the legal operation of the enterprises in the market economy.

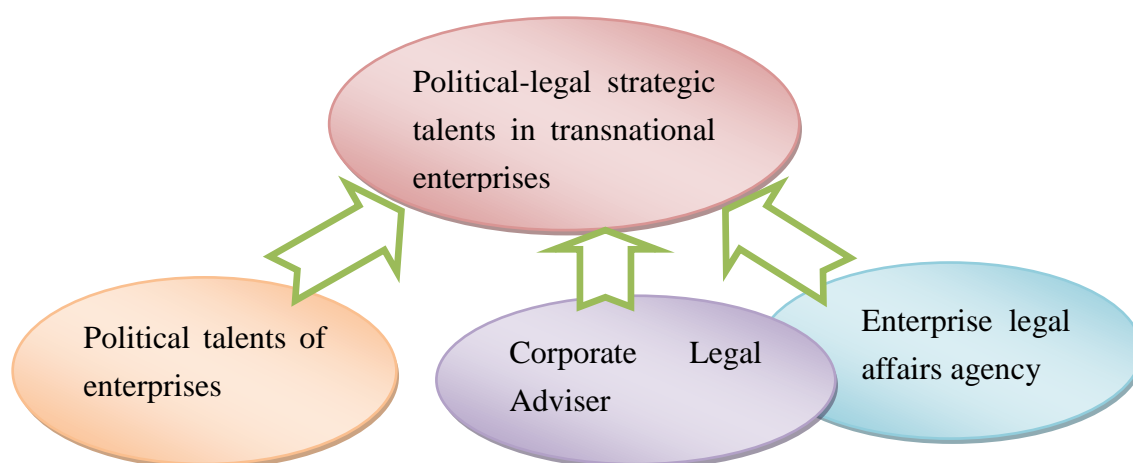
However, after all, transnational enterprises are not domestic enterprises, and some of the problems that are not legitimate can also lead to the risk of survival and death. This is the political risk. It has been proved that if the transnational enterprises have set up legal institutions and have excellent professional legal professionals, there is a possibility of "myocardial infarction" in enterprises without the understanding of political talents. Political and legal talents with knowledge of law and politics are playing a more and more important role in the political and economic life of transnational enterprises. In addition to having the rich knowledge and accurate judgment needed to cope with the legal, economic and business activities, an outstanding political and legal strategic talent should have a unique international vision and a keen political consciousness, so as to maximize the interests of the transnational enterprises. Excellent political and legal talents are the mainstay of enterprises' invincible position. This is beyond the reach of the legal affairs staff (Figure 3-3).



(Figure3-3,Hierarchical of Political-legal strategic talents. source:author analysis and drawing)

3.8 The relationship of political talents, legal talents and political-legal strategic talents in Transnational Corporations.

Corporate legal advisers, enterprise legal affairs institutions, and political talents of enterprises are not strategic talents in enterprise politics and law. There are differences and cross relations between the two legal advisers and the legal affairs organizations of enterprises. The political talents of enterprises are independent of them. However, the strategic talents of enterprise politics and law are the epitome of legal talents and enterprise political talents (Figure 3-4).

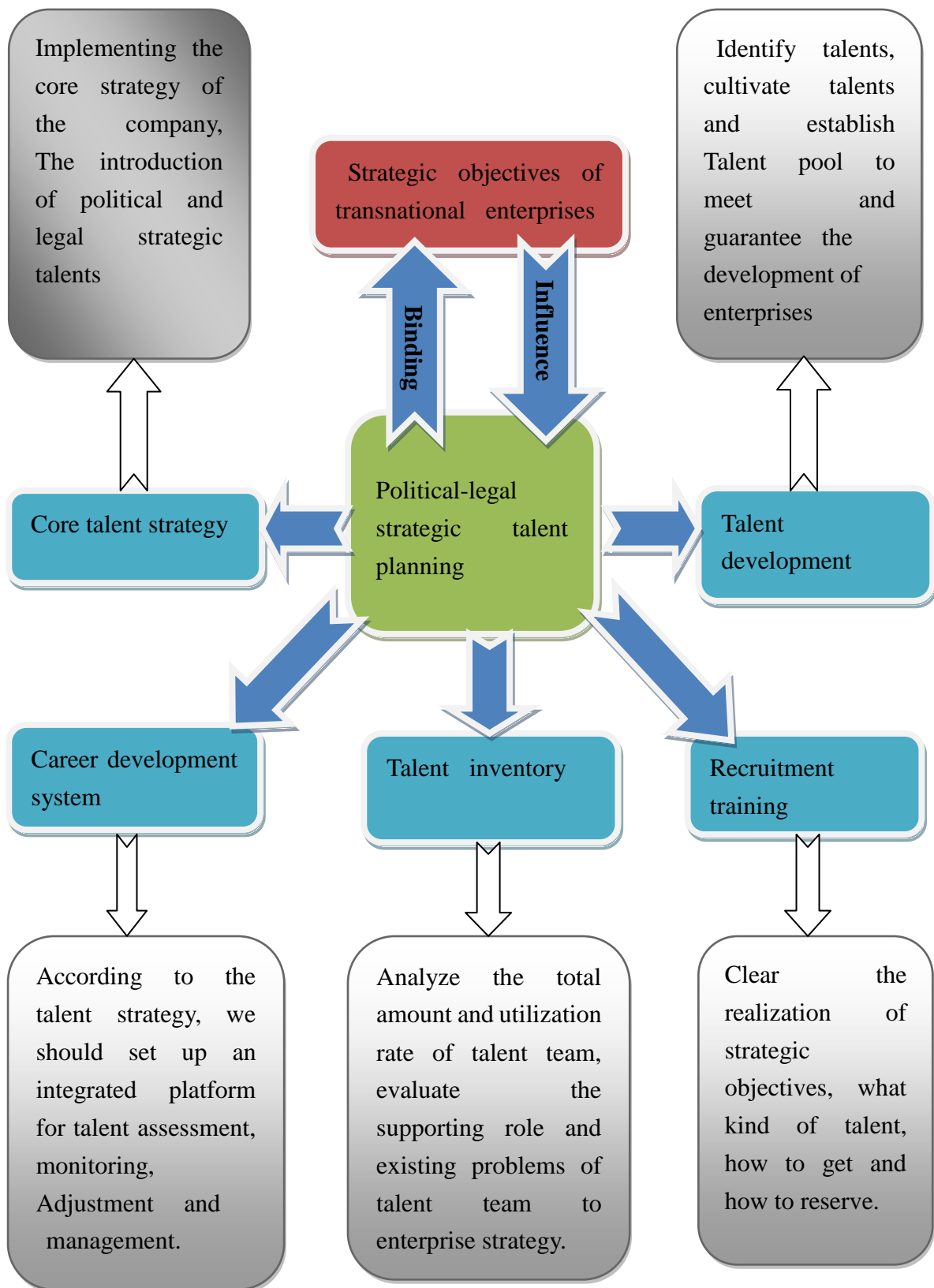


(Figure 3-4,The relationship of three types of the talents , source: author analysis and drawing)

3.9 Planning, development and training of political-legal strategic talents in Transnational Corporations.

According to the development strategy of transnational enterprises, the concept of talent management is further changed, the concept of talent management is innovating, and the strategic talent plan including the political-legal strategic talents is focused on, so as to ensure the supply of top talent for the development of enterprises. In the planning, introduction and selection of political and legal strategic talents, transnational enterprises should have a global vision, go to the social system difference of the source of talent, go to the sex distinction of talent, and really do "heroes do not ask the origin". And "talent is not divided into men and women"; To establish a dynamic personnel planning and allocation system combined with the strategy of transnational enterprises. The political-legal strategic talents are higher than other strategic talents. Therefore, transnational enterprises should carry out higher level configuration and development training on the basis of strategic talent planning, allocation and

development system, so as to ensure the lack of talent and continuous layer (Figure 3-5).



(Figure 3-5, plan for the development of political-legal strategic talents, source: author based

on analysis and drawing)

3.10 The professional development of political-legal strategic talents in transnational enterprises.

3.10.1 Career development

Career development is a plan for enterprises to help employees acquire the knowledge, ability and technology needed for the current and future work. Professional ability is the ability of workers to engage in social production in two aspects of physical energy and intelligence, including physical strength, intelligence, knowledge, skills, and interpersonal skills. Career development planning is a combination of long-term interests of enterprises and employees. Through the integration of various internal posts, transnational enterprises should set up a series of career development series and build career development ladder. Through mapping of job levels, it is necessary to detect the association between posts and provide employees with a broad career development platform, such as administrative sequence, technical sequence, sales sequence, and management development sequence, and so on. The qualification of position, the vision of the long-term development of the enterprise and the personal career goals, the career development direction for the employees, the clear, clear and fair career development channel for the employees, and the combination of staff training and performance management to form a talent echelon construction plan for the employees to see the individual development. On the one hand, we can reduce the turnover rate and reduce the human cost. On the other hand, it can encourage the morale, improve the productivity, realize the long-term stability of the talent and the sustainable development of the enterprise, and realize the synchronized growth of the talent and the enterprise.

3.10.2 The career development of political-legal strategic talents.

In Chinese history, Xiang Yu, the hegemon of the Chu and Han Dynasties, did not understand the "bundled" talents, lost Zhang Liang and Han Xin, and finally died in the east of the river. Liu Bang of Han Wang got Zhang Liang and Han Xin to create the Western Han Dynasty for hundreds of years. Tied up on their horseback, "vow to die and commune" to fight the world and eventually establish the Empire.

In the new political and economic era, the competition of the market economy of transnational enterprises is, in the final analysis, the competition of talents, especially the competition between core talents and key talents. To a certain extent, it is also the competition of strategic talents among enterprises.

In fact, the process of combining the needs of transnational enterprises and talents to determine the goal of professional development is in fact the process of value setting, talent selection and "talent binding". Especially the strategic talents of politics and law are the scarce comprehensive talents of transnational enterprises. In the value chain of the professional development management value chain, value development link, value evaluation and distribution link, the corresponding human resource management module tools are used in the value chain of the career development management. In the value chain of vocational development management, the political-legal strategic talents which are suitable for the matching of the enterprise goal strategy are entered into the enterprise, and the education and cultivation are strengthened. Training and improving the professional ability of political and legal strategic talents "one special ability" and "multifaceted", strengthen the professionalism of the political-legal strategic talents, and let him see the development of the individual value development and the strategic development of the enterprise to complete the corresponding functional binding to complete the strategic talents including political and law. In order to improve the safety operation performance of enterprises, the enterprise strategic talent system and system renewal capability are built. The author boldly predicts which transnational enterprises has the strategic talent of political law, which has sustained development insurance. Which transnational enterprises is built into strategic talent system and system renewal capacity, which includes political-legal strategic talents, which can establish a firm business empire.

3.11 The incentive mechanism of political-legal strategic talents in transnational enterprises.

Based on the research results of human resource management theory and the trend of the actual development of modern enterprise management, I think that under the modern social and economic background, the core concept of enterprise human resource management can be expressed in five words "strategic incentive". Compared with traditional human management, modern human resource management is the basic characteristic. Sex is generally "strategic". Compared with other aspects of enterprise management, modern human resource management is centered on motivation. In the framework of enterprise goal strategy, the establishment of performance management system and key post competency model, the establishment of performance centered talent management process, and the improvement of the introduction, development, deployment, training and development and salary incentive mechanism of key management personnel have an important role in the formation of advantages and competitiveness of enterprises.

3.11.1 Change the traditional human resource management function .

With the theoretical guidance of strategic incentives, enterprises can build a logical framework and talent management system for human resources management more scientifically and rationally. Different from traditional labor and personnel management, the main characteristics of modern human resources management lie in the "strategic" level. (1) In the strategic guiding ideology, the people-oriented human centered management of modern human resources management;(2) In terms of strategic objectives, modern human resources management is aimed at achieving "competitive advantage". (3) In terms of strategy, modern human resources management is a democratic management of "full participation". (4) In terms of strategic measures, modern human resource management is a contingency management using "systematic scientific methods and Humanities and arts". Compared with other aspects of enterprise management, human resource management is achieved through "motivation". The so-called "incentive" is to meet the needs of the multilevel and pluralistic needs of the people, set performance standards and reward values for different employees, in order to maximize the enthusiasm and creativity of employees to achieve organizational goals. The effect of the use of human resources in an enterprise is the result of many complex factors, but the incentive effect of management is one of the most important factors.

Human resource is different from other non human resources. It depends on the existence of the human body. It can not be separated from the employee for a moment, and the other person or organization should use the human resources to achieve it through the "active" matching of its own natural owner. Therefore, whether human resources management work can "people-oriented", effectively stimulate the enthusiasm of the employees, maximize the initiative and creativity of the employees, is the key factor in determining the performance of the enterprise operation performance and the core problem of the success or failure of human resource management.

For transnational enterprises, it is important to play an important role in policy guidance, organization coordination, supervision and assessment, and staff service. It is necessary to improve the management system and mechanism of talent work, strengthen the overall planning of talent work, and promote the construction of "intelligent" talent team, and highlight the overall situation and coordination of strategic talents in political law. The role and value of the party.

3.11.2 Using modern information technology to innovate the management of talents .

According to the classic theory of "competitive strategy", the advantages of enterprise competition strategy can be obtained by three basic ways, such as low cost strategy,

differentiation strategy and centralized strategy. The low cost strategy, namely, the "cost guidance principle" competitive strategy, is based on the competitive advantage of the competitors in terms of lower product or service costs. The essence of the low cost strategic advantage is the high organizational work performance. The higher work performance can be realized through technical innovation, organizational innovation and management innovation. The most direct and most important way to improve the work performance is to improve the management of human resources by modern information technology. The so-called "high-performance work systems" refers to the combination of the technical system of the enterprise and the social system, and can obtain high efficiency and high efficiency production operation management system.

The establishment and possession of high performance work system is the basis for enterprises to gain competitive advantage in the market. First, high performance work system should have the support of high and new technology information system. Secondly, the high performance work system is more essentially a social organization system, and it combines the technical support foundation of the enterprise with the social organization system, and makes full use of the large data analysis service platform to form the intermediary of the high performance work system. The link is the development trend of modern talent management. In the international market competition environment of global economic integration, it is the key to snatch the competitive advantage of market competition that all kinds of enterprises can successfully expand their human capital operation strength through human resource management system and constantly improve the level of cross culture management.

Therefore, one of the basic tasks facing modern organizational strategy management is how to deal with the three challenges through human resource management: the challenge of high performance work system, the challenge of meeting the needs of stakeholder groups and global challenges. As a transnational enterprise, it should be closely related to the construction of the strategic target of the enterprise, ramming the foundation of human resource management relying on modern information means, doing a good job in the aspects of personnel files, salary management, recruitment management, performance evaluation, job title management, social welfare management, training management, attendance management and so on. We should focus on building a team of intelligent personnel with modern information technology, and establish the information inquiry module of the group and the personnel of various subsidiaries for the inquiry, reference and decision of the leadership of the enterprise. Improve the accuracy of leaders' decision making in business management.

3.11.3 Standardizing internal organizational structure and top-level talent allocation.

The basic task of strategic management of human resources is to gain and maintain the strategic advantage of enterprises in market competition through human resources management. The "competitive strategic advantage" refers to the stable market position or development potential of an enterprise that is superior to its competitors. The competitive strategy advantage is a complex management system. It is the organic unity of the enterprise in the market competition "day" (the unexpected competitive action), the "ground profit" (the advantaged competitive conditions) and the "man and" (strong and solid factor competition ability), which is continuously acquired, maintained, exerted, strengthened and updated. The dynamic process of superiority.

Whether a transnational enterprises can take into account the needs of various stakeholder groups has become a fundamental strategic issue determining its success or failure. Why can the stakeholders meet the needs of the stakeholders to be competitive? This is because only in the capital market can the enterprise meet the needs of the investor or investor to gain the income, so it can obtain a stable, peaceful, sustainable external environment and strong financial capital and solid material capital in the market competition. Basics.

Only by standardizing the internal organization structure and the top talent allocation, according to the needs of production and management, referring to the practice of the advanced enterprises in the same industry at home and abroad, establishing a scientific organizational structure according to the principle of efficient and efficient, and doing a good job in the organizational structure of the top strategic talents, and further standardizing and perfecting the management of the top level talents. . In the enterprise, the human resource management policy and the human capital investment strategy are carried out within the enterprise, so as to meet the material interests and spiritual pursuit needs of the personnel at all levels within the enterprise, so as to obtain the strategic elements of human resources and the incentive effect of human capital stock in the market competition. The management concept of "partner and customer is God" can have a strong "mass base" in the market competition, and so on, and so on, it is only at the same time to balance and satisfy the needs of each stakeholder group, do well the balance of interests, can not be trapped in the dilemma of "taking the other" and "orderly" in the strategy. Deal with competition. In the fierce market competition, it is possible and conditions for the organization to acquire and maintain the competitive advantage only with the stakeholder group to form a "strategic partner" relationship, and to obtain the understanding, long-term support and cooperation of the stakeholders.

3.11.4 Improve the performance management system, make performance management serve the realization of enterprise strategy.

We should improve the performance management system and establish an incentive management system and management mode. The two basic levels of modern human resource incentive system say "incentive". Institutional incentive and management incentive are one of the two aspects of human resource incentive. It is an indispensable two levels of organizational incentive system, and the two are dialectically integrated in practice. Especially for transnational enterprises, institutional incentive is more fundamental and practical than management incentives.

Man is a complex social animal with seven emotions and six desires. Human behavior is also varied and changeable because of human, time and place. In the process of human resource management, managers face a living and realistic individual, so the daily maintenance and incentive use of human resources must be different and different. This requires the management body to have the skills and skills of the "sportsman", and can use all "human learning" knowledge and technology, such as political science, sociology, psychology, and even human efficacy, to effectively "dominate others" and stimulate the enthusiasm of each employee to maximize the use of its human resources. The production and operation of the industry as a contribution. This is the so-called management incentive. Comparatively speaking, management incentive is a dynamic and dynamic daily incentive mechanism for enterprises, and it is the concrete realization form of institutional incentives.

The original meaning of management is to "govern other people to do things". Managers and managers are generally "clearly defined". Therefore, management incentives often form an asymmetric interpersonal relationship with managers as the main body, enterprise employees as objects or objects, emphasizing the manager's "leadership authority", "good responsibility", In a word, it is a kind of bureaucratic, administrative and unequal procedure to realize the democratic nature and the requirement of humanism.

On the other hand, the pursuit of the maximization of self interest under the established institutional environment is the most basic, most universal, most dominant and most important form of regulation and expression of the whole human behavior. Therefore, the primary task of human resource management is to follow the nature of its natural owner's economic behavior and to design and establish a unified, normative and operable incentive system in accordance with the fair principle of "the same view", and to apply it to Chinuki Tetsumi in the scope of the whole enterprise. In all the arrangement of enterprise system, the most fundamental and core system is property right. This is the reason why the so-called "perseverance has perseverance". This requires the establishment of the status of the property rights of human capital from the

enterprise ownership arrangement and the corporate governance structure, and the realization of its main power and rights and interests, namely, the design and implementation of the incentive plans and measures for the full shareholding and democratic holding. Then, on this basis, a series of performance appraisal and reward systems, as well as informal institutional arrangements such as corporate culture and team spirit, are established.

No matter the property right system, the specific rules and regulations, the formal or the informal system, the system incentive is a long-term and stable and fundamental incentive mechanism that the enterprise needs to establish. It is the basis or premise of the management incentive. At the same time, it must be understood that the system is a result of the common choice of all the personnel of the enterprise. Only when all the members of the enterprise "agree" and observe it consciously, the supply or maintenance of the system is of practical possibility and feasibility. Once formed, all members of the enterprise will meet their needs of the system through "institutional consumption", and get their benefits and benefits. Therefore, institutional incentives, although there are also incentive and incentive objects, motivators and motivators are different, but the difference is completely relative; in general, institutional incentives more emphasis on democratic interaction, more emphasis on human capital sovereignty. This can be said to be the fundamental difference between system incentives and management incentives in the "thinking method" and "incentive concept". The former is the American model, the latter is the Japanese model. However, it should be clear that both in the theoretical induction and in the practice model, the institutional incentives of the American model and the "Japanese mode of management incentive" are of only relative significance. In the enterprise strategy level and the operation practice, the system incentive and management incentive must be integrated into the enterprise human resource management system, and integrate it together, and integrate into the complete enterprise incentive system and operation mechanism. Management incentives and their implementation must be based on the democratic foundation of institutional incentives. Institutional incentives must provide institutional premise, organizational guarantee and humanistic environment for the effective implementation of management incentives.

For transnational enterprises, performance management is focused on the two levels of group headquarters and leading companies. According to the characteristics and actual situation of each subsidiary, we should promote the implementation of scientific performance management at all levels. On the one hand, we should establish performance plans for all levels of enterprises, and decompose performance plans in layers, and track them to ensure the realization of strategic objectives. On the other hand, through the effective operation of the performance appraisal results, we can improve the coordination ability of all levels of personnel.

3.11.5 Building up a competency model for key positions .

Differentiation strategy is one of the most important ways for enterprises to obtain competitive strategic advantages. It is the special data protection and special guarantee mechanism for enterprises to establish key post strategic talents on the one hand. On the other hand, it can provide customers with special differential products or services to meet the special needs of consumers, so as to obtain the internal and external enterprises. Two market competitive advantages. The essence of the differentiation strategy is a "talent first, customer first" strategy, and its core is how to meet the special needs of the individual or group of stakeholders, all of which are directly related to the management of strategic talents. In the modern market economy, any enterprise is essentially a network of stakeholders, such as shareholders, managers, employees, customers and suppliers, but the strategic talent of enterprises is the core of the enterprise. Therefore, the establishment of competency model for key posts has become an important part of modern transnational enterprises in the field of talent management.

In the process of actual market competition, an enterprise should really seize the competitive advantage it has, and it also depends on how it sets up its own differential advantage in the specific market. Generally speaking, the wider the market and the thicker the market, the more complex and difficult the strategic choice of enterprises will be. The globalization of enterprise management is the immediate challenge. At present, the first-class and competitive large multinational companies, such as Coca-Cola, Zhengda, HUAWEI, Microsoft, HP, etc., are trying to "cross" the multi cultural fence, in different countries, enterprises and other organizations around the world, through the "network" media to cooperate and exchange, and mobilize all the world. Operational activities of economic resources, human resources and technological resources that can be mobilized. In the global market competition, human resources will become a strategic resource for the healthy operation of the organization and the success or failure of the market competition. The real ownership of the global economic hegemony is intellectual property and professional human capital property rights. The real competitive force is the strategic personnel of political and law that master the knowledge and professional human capital. The key positions must be determined from the top level of the headquarters of the transnational enterprises, and the ability and quality model of the key posts is set up, and the adjustment and development of key management personnel, the development of training and the incentive mechanism of salary are well done.

3.11.6 Establishment of market salary mechanism.

Establishing a market salary mechanism with "strategic incentives" as the core. The enterprise can achieve and maintain the competitiveness of the strategy through the following two levels to ensure the organization to obtain and maintain the competitiveness of the strategy, to build a new system of the theory of talent management market compensation mechanism.

First of all, it is the strategic incentive of the basic management level. The enterprise is composed of the individual and the work team, and its operation and development must have a series of contractual norms governing the behavior of the members of the organization based on the technical basis of the specialized division of labor. The basic task of human resource management is to obtain and maintain the competitive advantage of the enterprise market, carry out the corresponding job design according to the change of enterprise structure, attract and select and introduce the human resources of the enterprise at any time, and make the employees' daily work performance through the formulation and formation of the appropriate contractual management norms. It is linked to basic pay, constantly adjusting and coordinating the behavior tendencies of organizational members, resolving interpersonal conflicts and conflicts of interests. This is the basis for ensuring the normal operation of enterprises at the material and technological level.

Secondly, it is the strategic incentive of the property right system level. Modern contract theory proves that virtually any organization is a special contract consisting of human capital and non human capital. The property rights of human capital have a special and decisive position and function in the system arrangement of the enterprise. The rights and interests of non human capital property rights and rights must be played and realized indirectly through the direct participation and use of human capital, and the institutional arrangement of the enterprise is changed in the interactive game of the members of the enterprise with the change of the contractual conditions. The basic trend is that human capital and its ownership have more and more competitive advantages in the enterprise contract, and have evolved diversified enterprise system arrangement and corporate governance model in the game process of competition and cooperation with non human capital. Therefore, according to the basic principles and management ideas of "people-oriented", the property right system and the governance structure are completely changed. By implementing the employee stock ownership plan, the management acquisition or the manager's stock option plan, the human capital equity operation is realized so as to ensure the long term business strategic goal of the enterprise and the long range of the market. Survival test. It is the most forward and forward-looking model for modern enterprises, especially transnational enterprises, to manage the strategic talents, especially the transnational enterprises, through the proper arrangement of the equity system.

However, it depends on different time and space and different levels of talents, and can be combined with other ways. The enterprise can not blindly pay high salary or low salary blindly, according to the same industry, the same regional labor market price level, according to the principle of orderly competition in the market, make the key post salary standard, establish the salary management system which is in line with the law of the market, which is the core of the market law.

3.11.7 Adhering to the principle of "putting people first" and strengthening the training of strategic top level talents .

Adhere to the "people-oriented" basic principles and business philosophy, let enterprise employees make contributions to the enterprise to obtain material security, while in the career development and skills to improve and other aspects of expectation and progress. This requires enterprise's strategic encouragement at the spiritual level. This is the highest level and the most difficult and important strategic incentive management.

To strengthen the training of talents at all levels of the enterprise, the main task is to start from the personal interests and career development needs of the employees, to provide training and development of their human resources, to establish an unimpeded communication channel and democratic mechanism, to fully understand the competitive opportunities and challenges that the enterprises face, and to improve their competitiveness. What efforts and contributions need to be made by potential and weakness, strategic goals and goals to achieve common values; establish a good psychological contract with employees, foster and improve employees' sense of organization, ownership, and organizational loyalty, strengthen teamwork and organizational culture, and create a loose culture. Harmonious interpersonal relationship environment and enterprising spirit, learning new ideology and cultural atmosphere.

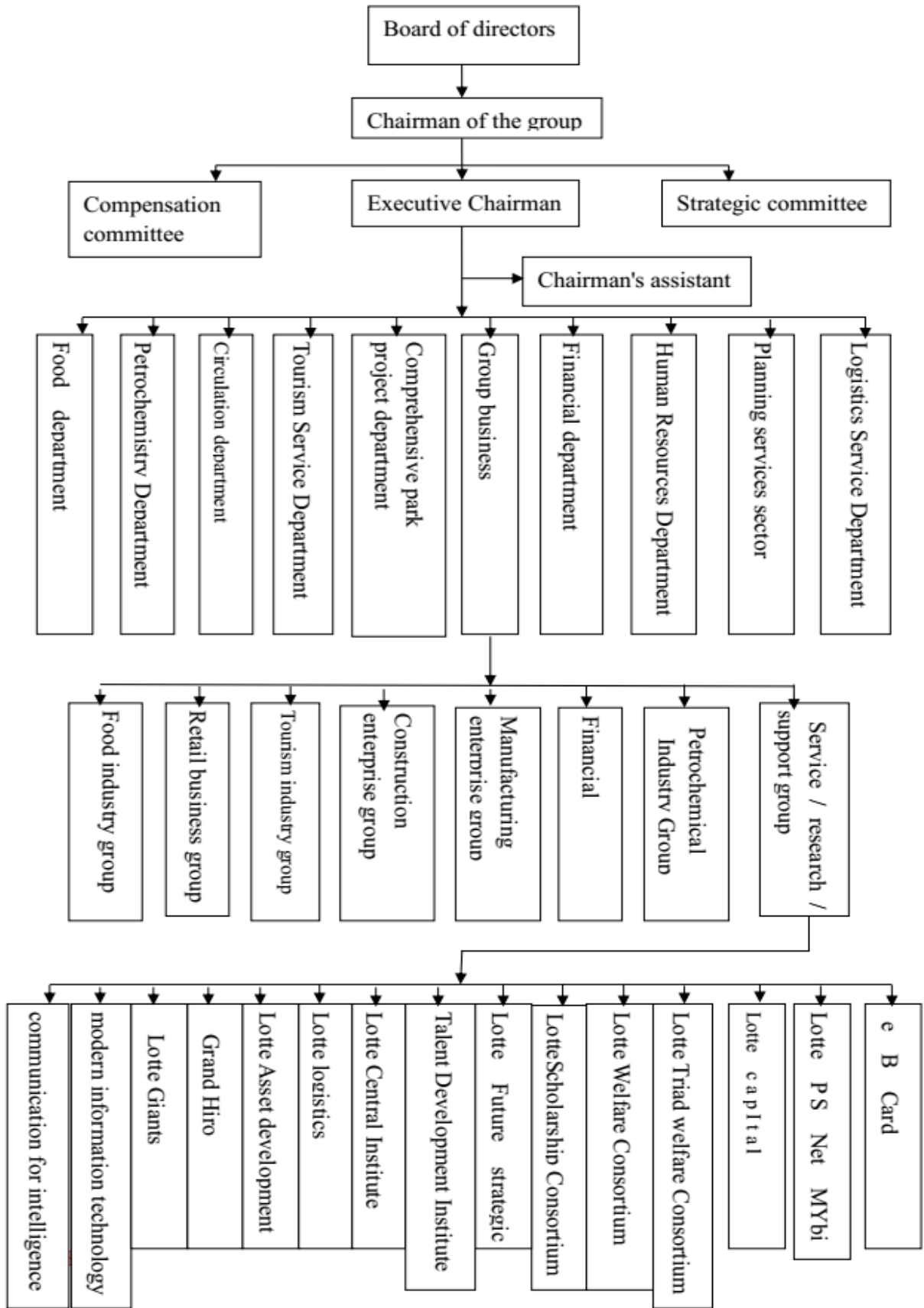
The selection and formation of the strategic talent management model of transnational enterprises can not only absorb the American model, but also absorb the Japanese model, draw on the achievements of the human resources management, and apply it in a comprehensive way, so as to get out of the strategy of strategic talent management in transnational enterprises. We should conscientiously do a good job in the training of top-level talents in enterprises and formulate the implementation plan for annual training of strategic talents. Guided by the implementation plan and in line with the principle of lack of what to fill in, the training work should be improved and the training work of the top level talent, the overall consciousness, the global consciousness and the sense of value identity is strengthened, so that the political-legal strategic talents will work under the environment of relaxed, joyful and inspiring mechanism.

3.12 The organizational structure of South Korea's Lotte Group.

The South Korea's Lotte Group has a board of directors as the power organ of a group company. The board of Directors consists of three two levels, including the chairman of the group, the chairman of the group, the compensation committee and the strategic committee. The chairman is responsible for the board of directors; the pay committee is responsible for the research and decision-making on the remuneration and treatment of the directors of the group, the senior management and other important posts, and the board of directors; the strategic committee is responsible for the collection. The research and decision making of the strategic development of the company is reported to the board of directors.

The President / Chairman of the general president shall be the three level organization, responsible for the specific operation and management of the group business and responsible for and reporting to the omnibus president, with a number of assistants to assist the president. The president set up various undertakings, and in the undertakings, in accordance with the business group, they are divided into food, retail, tourism, petroleum chemistry, construction, manufacturing, finance, service / research / support and so on.

It is worth noting that the Lotte group's service / research / support group sets up the Lotte Group Talent Development Institute, the Le Tian Central Institute, the Lotte future strategy center, Lotte's intelligence communications, Lotte information technology, Lotte prize learning consortium, Lotte welfare consortium, the big Hong project, eB Card, PS Net MYbi, and Capital, etc. The fifteen five level institutions are responsible for the development and training of talents, the collection and research of information and information, the development of professional technology, the formulation of the strategy, and the research and development of the talent development and information intelligence in the establishment of a cluster organization to realize the talent support to the group enterprise. (Figure 3-6)). What is the reference for other transnational enterprises?



(Figure3-6,Lotte Group's organizational chart information. source: Based on <http://www.lotte.cn> and related data drafting.)

3.13 The talent construction of South Korea's Lotte Group.

3.13.1 Talent selection of South Korea's Lotte Group .

By providing education and training with the Lotte Group strategy related courses, the core value and organizational culture of the group can be allocated to improve the competitiveness of South Korea's Lotte Group and overcome the fast changing operating environment and fierce competition for South Korea's Lotte Group. Talented people who share the vision with the group and provide solutions that continuously create results are allocated to various positions in Lotte Group. In the overseas subsidiaries, the head of the subsidiary is appointed by the South Korea's Lotte Group , the chief executive of the company is "brought" by the president of the company, and the other managers are elected to the management level in the local selection of excellent people. For example, Nakamura Akihito, the president of China's paradise, was appointed by the South Korea's Lotte Group, and Nakamura Akihito took some of the managers from Japan, and the others were selected from China.

3.13.2 Talent development and training of the South Korea's Lotte Group.

The group has set up a talent development and training arrangement supported by the future strategy center of the South Korea's Lotte Group, South Korea's Lotte Group Talent Development Institute, South Korea's Lotte Group Central Research Institute, music consortium, modern information technology five education and scientific research institutions.

Lotte Group's education and training for talents are divided into two types: offline Education (off production education) and online education (on-the-job training).(1) off-line Education: class education: new employee education, Restart, Grade (M2~S1); core talents education: Senior EMBA, EMBA and SCHOOL; Qualification Education: group leader qualification education, interviewer qualification education, job qualification certification education; job education: various industry colleges, qualification certificate courses, various duty courses, etc.Global Education: Global School, VRICI research society, Country Expert, Build-up GLEP (Global Lotte Expert Program) and so on.(2)online education: Group required: core value, information protection, safety management, etc. Position: business, HR, finance / accounting, business / marketing, logistics, business skills, etc. foreign languages: English, Chinese, Japanese, Russian, Vietnamese, Indonesian, etc. phone foreign language: English, Japanese, Chinese(Lotte Talent Development Institute).

3.13.3 Problems arising from the talent strategy of the South Korea's Lotte Group .

According to the development process, organizational structure and the development, education, training, selection, recruitment and appointment of the South Korea's Lotte Group,

there are the following problems in the talent strategy of the South Korea's Lotte Group: (1) The Lotte Group originated in Japan and developed in South Korea. It is inevitable that the Japanese mode of talent thinking is hard to localize.(2) The Lotte Group is a family type transnational enterprises, the selection of strategic talents still follows the family model, the "mind" lacks "fresh blood", strategic decision follows the parent model, and it is easy to make strategic decision mistakes.(3) In the field of education and training, it is mainly concentrated on the two ends of "core value, enterprise culture and spirit" and the sharp point of scientific research technology, and lack of strategic comprehensive talents of modern transnational enterprises.

3.14 Leadership of political-legal strategic talents.

3.14.1 The concept of strategic leadership .

Strategy is the ladder or goal of enterprise development, and it is the key to decide the fate of an enterprise. However, Robert Hargrove, the leader of the former leadership research project at Harvard Business School and the world's famous executive mentor, stressed that "leadership is more important than strategy." So, who is the most important leader in all kinds of leadership? "Leadership among strategic leaders is particularly important among many leaders. Strategic leadership is particularly important in all kinds of leadership." John Adel, a leading British expert, once said, "the fundamental responsibility of strategic leaders is to be responsible for the whole and act as a whole." It can be seen that strategic leadership is the ability of strategic leaders to act in a holistic way.

3.14.2 The characteristics of strategic leadership .

The way to achieve strategic goals is to implement, otherwise the strategy will become Utopian. The strategic leadership of transnational enterprises has the following characteristics: (1) global and integrated power. Strategic leadership is the ability to act as a whole. Strategic leaders should have the sense of overriding the overall situation and integrate the strength of the whole enterprise to achieve strategic goals. (2) foresight and foresight. Chinese leader Mao Zedong once warned us: "without foresight, no leadership, no leadership and no victory", "sitting on the command platform, if nothing can be seen, can not be called leadership." Sitting on the podium, I saw only a large number of common things appearing on the horizon, which were common and not leading. "Only when there is not a lot of obvious things, when the top of the mast is just revealed, it can be seen that it is to develop into a large number of common things, and can master it, this is called leadership." Therefore, strategic leaders should be forward-looking and have the foresight to judge the trend of development. (3) initiative and creativity. One of the main functions of leaders is to adapt to the trend, adapt

to change and lead change. In order to achieve the strategic objectives of the enterprise, we can create various favorable conditions to make enterprises adapt to the environment of the new political and economic times, self innovation, self creation, and create the most profitable space. (4) feasibility and execution. The strategy is to be implemented. Carle Marx once said, "one step of practical action is more important than a program." That's the truth. In transnational enterprises, leaders and members jointly push the team to form a strong cohesive force and move towards the established strategic goals.

3.14.3 Leadership of political-legal strategic talents.

In addition to the general strategic talent leadership, the strategic leadership of political and law should have the ability to innovate the concept of concept, provide the latest policy and security theory for transnational enterprises, and take on the strategy of the transnational enterprises from the political risk of the country and the host country's policy adjustment and the sustainable realization of the security of the transnational enterprises Objective decision making ability and comprehensive coordination ability.

3.15 The influence of political-legal talents on the strategic decision of transnational enterprises.

3.15.1 The significance and procedure of strategic decision.

Strategic decision is the key to success or failure of an enterprise, and it is related to the survival and development of an enterprise. The right decision can enable enterprises to move forward in the right direction, enhance their competitiveness and adapt to the environment, and achieve good economic results. Conversely, the failure of decision-making will bring huge losses to enterprises and even lead enterprises to go bankrupt. Strategic decision is a very important link in strategic management, and it plays a pivotal role in connecting the past and the future. Based on the SWOT model, Boston matrix, GE matrix and other decision-making tools, the strategic decision is based on the decision information provided by strategic analysis. Strategic decisions must be combined with information to identify enterprise strategies and related programs.

3.15.2 Three elements of strategic decision.

Generally speaking, strategic decisions are influenced by three factors, namely, strategic background, strategic content and strategic process. Strategic background refers to the environment of strategic analysis, decision-making, implementation and development at all stages. Strategic content refers to the main activities included in strategic decision making. The

strategic process refers to the links between the activities of the strategic vision, analysis, decision-making, implementation and development and the changing environment. Strategic background, strategic content and strategic process together determine three strategic decisions.

3.15.3 Classification of strategic decision.

Strategic decision can be divided into five stages: Strategic assumption, strategic analysis, strategic decision, strategy implementation, strategic development and strategic termination. Strategic decisions can be divided into strategic positioning decisions, strategic index decisions, and business strategy decisions based on different stages and different contents. The primary task of the strategic decision stage is the strategic positioning problem ("what"). According to the market range S positioning and the product category P positioning, the two are closely linked and combined to form a certain SP strategic unit to carry out strategic analysis. The strategic positioning is based on the industry profit change law, competition pattern and enterprise's own ability based on the analysis of the different SP strategic units in the strategic analysis stage, and then makes the positioning decision. After the strategic positioning of the enterprise, the enterprise needs to determine the target value of the strategic target of each SP strategic unit, and the enterprise should make a comprehensive analysis of the relevant index values of different SP strategic units, so as to optimize the strategic objectives of the strategic units and promote the optimization of the overall management. On the basis of strategic positioning decisions and strategic index decisions, enterprises need to formulate relevant business strategies to ensure their implementation. The emphasis is on the business strategy of raising the capital yield of the enterprise, such as the cost leading strategy, the quality leading strategy, the improvement of the business strategy that can be invested in capital, such as the financing strategy, the M & a strategy and so on; the business strategy of raising the market share, such as the low price strategy, the channel strategy, and so on; and the business strategy of raising the capital output, such as lean Production strategy, process reengineering strategy and information strategy. The goal of raising net profit depends on the formulation and implementation of the above business strategies.

3.15.4 A model of strategic decision thinking .

Strategic decision thinking refers to the starting point of the enterprise in the strategic decision, which mainly includes resource oriented, opportunity oriented, climbing, forced and forced, and other models. The advantage of resource oriented decision making is that it is good at making use of the enterprise resources, but the disadvantage is that the enterprise is easy to make the main industry not clear and not strong because of the decentralization of resources, so

that the enterprise is disadvantageous on the various fronts or appears difficult to control, and even leads to the premature death of the enterprise. For example, the internationalization of TCL strategy in the past few years, its overestimation of its international operation ability and inadequate preparation are the important reasons why TCL was passive. Opportunity oriented decision-making is to see external opportunities first, then organize resources to seize opportunities. The foundation of their success depends on the accurate judgement of opportunities. Its disadvantages often lie in the lack of resources, sometimes it can lose the first time, but can not afford to lose second times. Any opportunity to grasp, the result is all caught or not even grasp. Sometimes we are not allowed to see the opportunities and are afraid of losing them. As a result, the resources of enterprises are too scattered to form a strong main business, and all competitions are supporting roles. It seems that we should grasp the degree of opportunity first and not ignore opportunities. The reason for the failure of comparison is that they are not good at analyzing and grasping opportunities. If we can truly see opportunities, it is also a great wisdom to be slower than others. Other enterprises may be martyrs and their enterprises become heroes. Like the new technology VCD, Wan Yan is known as a pioneer, while other followers become the rising stars. It is often caused by a variety of reasons. Some enterprises do not care about external changes. They only know that they do not know how to pull their cars and look at the roads. If six or seven years ago, color TV industry traditional color TV industry color TV outlet problem, flat color TV is the trend, but how long is it to be the leading role, enterprises are difficult to say for a moment. Changhong, a famous color TV enterprise, thinks that this transition period will take about ten years, and the result is back and light flat on the resource allocation. As a result, the flat panel TV will grow fast after three years. The backdrop product is brilliant but decline quickly. The enterprise is forced to adjust the direction of the resource to the flat plate color TV. Compared with that, Hisense identified the prospect of flat TV earlier. Although it had tried to give up the backdrop and cast all its strength on flat-panel color TV because of a certain reason, Hisense became the big winner in the color TV upgrade. It can be seen that in the four typical ideas of strategic decision, resource oriented and opportunity oriented have their own advantages and disadvantages, and enterprises should combine their own applications flexibly. The enterprises should reflect and improve the comparisons and the forced ones.

The influence of political-legal strategic talents on the strategic decision of transnational enterprises. Generally speaking, the impact of strategic talent on strategic decision-making of transnational enterprises refers to the role and degree and results of strategic talents in the enterprise to make full use of professional knowledge or science and technology, social information and objective conditions and the results of analysis and judgment.

The influence of strategic talents on strategic decisions of transnational enterprises can be

combined by individual or series of actions, and these actions will interact with the strategic decisions of enterprises. The good influence is the strategic decision made by the strategic talents to promote the strategic decision of the enterprise to develop along the strategic goal, to achieve the expected results and to improve occasionally. The bad effect is that it will lead to strategic decision making errors, and even lead enterprises to go bankrupt or bankrupt. The former, such as South Korea's Lotte Group, made its decision to enter the Chinese market in 1994, and then opened its shop in Russia, Vietnam, Indonesia, and the United States, and became the largest supermarket in South Korea's circulation retail industry abroad. Super specializes in large supermarkets, and has 1485 stores in South Korea in 2015. The turnover has exceeded 3 trillion won and became the famous South Korean first-class transnational enterprises. The latter, such as the 2016 "presidential gate" incident, led Korean procuratorial organs to trace their bribery and tax evasion. In 2017, the "Sade" incident led to the spontaneous "sanctions" of the Chinese people and the high investigation and punishment of the Chinese government. Finally, close or resell all stores.

The influence of political-legal strategic talents on the strategic decision of transnational enterprises. With the continuous expansion of business areas, the strategic dimensions and corresponding strategic initiatives of transnational enterprises have increased, and the complexity and difficulty of strategic decisions have increased correspondingly. From the study of different industries and different scale enterprises, it is found that the more successful transnational enterprises, especially those stores all over the global transnational enterprises, the more difficult to meet the strategic decision making of high accuracy in the strategic decision of the enterprise. It's not surprising. The main reason is that the enterprise makes strategic decision making it easy to ignore geopolitical factors, the different policy orientation of the north and South countries, and the lack of political and legal strategic talent to provide timely, accurate and efficient decision making, and the consequences of decision-making errors. In recent years, Lotte Group has been suffering from internal and external troubles.

3.16 The South Korea's Lotte Group has entered an eventful fall .

Like many family businesses, the South Korea's Lotte Group is also trapped in the battle of successors. On the choice of successors, Singho let the eldest son Sindong dominate the Japanese business, and second son Sindongbin took charge of Lotte Korea's industry. As Japan is the holding company of Korean and Japanese music, that is to say, who is in charge of the shareholding structure in Japan, who is the actual controller of the Lotte Group. Although Xin Dongbin has the gift of being good at management, he still suffers from suspicion and exclusion from his father and his brother. In July 27, 2015, Singho supported the eldest son of Xin Dong and announced the lifting of the duties of 6 directors of Sindongbin and Japan's Lotte

holdings. It is surprising that Sindongbin, the second son, announced the lifting of his father's duties by holding a meeting of the board of directors of Japan's Lotte holding company. The "Gong Dou drama "," father and son who dominate, brothers contend for hegemony "has not yet ended, and has not yet formed a strong strategic decision-making team.

The internal competition for power and profits and external current affairs changed the Lotte Group to a troubled time. In June 2016, the South Korean procuratorial organ suspected that the founder Singho and his son Sindongbin n family were suspected of dereliction of duty, tax evasion and misappropriation of public funds, the amount of money involved or up to 3 billion 600 million yuan, and a comprehensive survey of the headquarters of the Lotte Group and a number of branches. Li Renyuan, vice president of Lotte Group, was found dead in August 2016. In October 2016, the prosecution of South Korea also sent the executives of Lotte Group for the "presidential door" incident. In November 2016, the South Korea's Lotte Group's initial agreement on the deployment of the "THAAD" land exchange was strongly opposed by the Chinese government. In February 27, 2017, Lotte Group made a clear transfer of its star golf course to the South Korean Defense Department to support South Korea's deployment of the "THAAD" anti missile system, objectively participating in the political friction between the two governments of China and the south, causing the two peoples' spontaneous "sanctions" and the government departments to investigate and deal with the illegality of Lotte Group in the host country. Behavior.

In addition, from 2011 to 2014, Lotte Group made a total loss of 115 billion 130 thousand won in mainland China and Hongkong of China. In the year to 2011, it lost 92 billion 700 million won, lost 250 billion 800 million won in 2012, lost 227 billion won in 2013, and lost 580 billion 800 million won in 2014. In addition, in recent years, the South Korea's Lotte Group's net profit in 2014 fell 47.45% year on year, and 2015 net profit decreased by 16.03% compared to the same period in 2015. Net profit of Le Tian Department Store fell from 2013 to 2015, and the net profit of 2015 South Korea's Lotte Group Department Store fell 172.74% and 383 billion 67 million Han Yuan. "The Lotte Group's retreat in China has made the domestic economy of the Korean economy shrink further. South Korea's Lotte Group should make up lessons, such as "economic decision politics, political reaction to the economy" and "everything is not isolated".

The South Korea's Lotte Group was expected to grow to 300 in 2018, with sales of \$200 billion to become "the biggest retail trade in Asia". However, there were 87 closures in 99 stores in China in April 3, 2017, and the number of closed stores accounted for 87.88% of the total number of stores in September 14, 2017. The remainder of the remaining 12 stores in China has led to the closure or transfer of the South Korea's Lotte Group to all the host stores

in the host country and the serious consequences of the economic loss of about 1 trillion won in the last half of the year. It is reported that in December 22, 2017, the court of the central court of Seoul, South Korea, sentenced the South Korea's Lotte Group founder Singho (95 years old) to 4 years' imprisonment for charges of tax evasion and fraud, and Sindongbin, the chairman of the South Korea's Lotte Group, was sentenced to 20 months in prison for alleged corruption (170 billion won) and malfeasance. Why?

According to the principle of Marx's political economy, the economy decides politics and politics reacts to the economy. This reaction can be divided into positive reaction and negative reaction. What is the role and counteraction between the two economic and political factors, and how can enterprises only take positive effects and avoid negative effects? Political winds and clouds have always been unpredictable. No enterprise can survive and develop completely in the vacuum. This requires the decision-makers to understand both the economy and the politics, or to provide timely and accurate political and legal information for the decision-makers to make full decisions on the decision makers in the enterprise decision-making level. Enterprises are economic organizations and must not play politics, but they must know politics. In the face of political and legal decision-making, enterprises must have political wisdom and legal thinking, make the best use of the time and space environment, and take the most appropriate way to express the responsibility of the enterprise to the country, the society and the people. It is obvious that it lacks the strategic talents of political law. The joint role of many factors leads to the difficulty of forming the accurate strategic decision of the South Korea's Lotte Group , and it is unavoidable to make mistakes in decision making.

Summary:

transnational enterprises Lotte Group's troubled times, internal friction, struggle for power and profits, outside the current events. The comprehensive ability of the key talents of "Qi family, governing the country and the whole world". The competition of transnational enterprises in the new political and economic era is essentially the competition of strategic talents, such as core talents and key talents. In particular, the top level political and legal talents with "one skill, many talents" and "generalists" are the scarce comprehensive talents of transnational enterprises Enterprises should not play politics, but must not understand politics. It is necessary for enterprises to have political wisdom and legal thinking. If the transnational enterprises can cooperate with the strategic talent of political and legal and the enterprise goal strategy to "bind" the development and system management, it is called "a handsome man can get the world". The important influence of political-legal strategic talents on the sustainable development of transnational enterprises is self-evident.