

Brewster

SYMPOSIUM ABSTRACT: I shall examine the development of expatriate research in Europe; arguing that in the early years it broadly followed the interests of multinational corporations and the expatriate cycle. Thus it focused on those who were defined as expatriates by the MNCs and examined more or less successively selection, transfer, settling in, performance and return. Since then, the field has begun to develop and explore some of those issues in more detail (adjustment; performance measurement and return on investment), and to become more critical. The more recent developments have been - I shall argue for noble and ignoble reasons - to examine other kinds of international experience and their overlap with standard expatriation: self-initiated, short-term transfers, migration, etc., to take a wider view of global talent management and the international labour force; to consider expatriation in organisations that are not MNCs and to examine different levels of expatriation. Finally, I shall argue that the research may be developing beyond the practitioner experience to address an issue that has always been claimed to be important by practitioners, but which they have generally failed to handle effectively, and that is a truly global approach to international human resource management.

Comparative Perspectives on Expatriate Development and Appraisal

Rosalie L. Tung, Ph.D., FRSC
The Ming & Stella Wong Professor of International Business
Simon Fraser University (Canada)
Email: tung@sfu.ca

Abstract

My presentation will begin with a brief retrospective of the *why* and *how* of my research on expatriates that spanned over the past three and a half decades. This includes a summary of my research on, one, the policies and practices of U.S., West European, Japanese, and Australian multinationals as they pertain to international assignments. Two, the acculturation of expatriates and their attitude toward international assignments and how these relate to their satisfaction with their company's expatriation and repatriation programs and their willingness to undertake future international assignments. The aforementioned will be presented in the context of convergence and divergence in policies and practices between firms from (a) industrialized vis-à-vis emerging markets, and (b) firms from the west vis-à-vis those from Asia.

Drawing from my own research and the broader literature in the field of expatriate management, my presentation will present my perspectives pertaining to (a) the attitude toward and (under)-deployment of women in international assignments; (b) the acculturation of expatriates; (c) "boundaryless" careers; (d) development of global orientation of key personnel; (e) war for talent; (f) "brain circulation"; and (g) management of multicultural teams.

The development and appraisal of Japanese expatriates in Asia

Mitsuhide Shiraki, Ph.D.
Professor, Faculty of Political Science and Economics
Waseda University, Tokyo, Japan
E-mail: mshiraki@waseda.jp

Before the collapse of Lehman Brothers at the end of 2008, the demand for global human resources has been increasing rapidly since 2000. Japanese firms are expanding their overseas operations first in China and then in other Asian regions. In this presentation, I examine the qualities and competencies of Japanese expatriates in Asia depending on our research data. On the one hand, this presentation elucidates the strengths of Japanese expatriates: attributes of special note include respect for compliance, seriousness, sense of responsibility, and morality. On the other hand, as their immediate subordinates point out, Japanese middle management expatriates tend to be inferior in the job abilities, leadership skills, and development skills of subordinates in comparison with local managers at the same level. The evaluations of Japanese expatriates in the ASEAN countries were especially harsh, all the way to the top level of management. This is more than just a question of insufficient language ability. Japanese expatriates need to boost their competencies in numerous facets of leadership ability and cross-cultural adaptability. At the same time, the utilization of foreign staff in key divisions at headquarters and the creation of systems to use local staffs' abilities in a global manner are also needed.

Pranvera Zhaka

Pranvera Zhaka is a Senior Global Talent Management Associate at Nikon Corporation based in Tokyo. She holds a PhD in Economics from Waseda University. Her primary research interest encompass the areas of Talent Management, Global Mobility, and Strategic Human Resource Management in multinational corporations (MNCs).