

Dual Wheel Model on

External Japanization and Internal Globalization

Tohoku University

Faculty of Economics

Department of Business Administration

Kim Seminar 4th

TSUBASA SASAKI

TUYOSHI YAMADA

KAZUHO TAKAHASHI

MASAHIRO SATO

YUKI TOMITA

SAKI KOUTUKA

TSUBASA SASAKI

[Tel: 09082363155](tel:09082363155)

E-mail: tututu1995416@gmail.com

Title: Dual Wheel Model on External Japanization and Internal Globalization

KeyWord : ①Internal Globalization

②External Japanization

③Human Resources Liquidity

④International Human Resources Management

⑤Ethnocen TRIC

Abstract

Internal Globalization for Japanese MNCs(multinational corporations) is not discussed essentially. In this paper, the research question starts from how Internal Globalization is put into practice. We carry out in-depth case study for company A which manufactures electronic components, and discover ① External Japanization in subsidiaries in opposition to ②Internal Globalization in parent company. We argue there are mutual complementarities among them. We think company-level organizational elements by moving on these 2 ways are Cross-Cultural Empathy and Corporate Philosophy · Climate Share. Furthermore, these 2 elements are promoted by Human Resources Liquidity, and Human Resources Liquidity is also promoted by these organizational elements. We find good circulation on this two. We show the above globalization process as “Dual Wheel Model”. And, companies advance dual wheels, ①External Japanization and ②Internal Globalization, need to revolve together.

1.Introduction

MNCs utilize their overseas subsidiaries in many countries. And, they exert their own superiority by utilizing many resources without being limited to one country. In fact, the core of their business activities is human resources. How should MNCs utilize human resources globally to exert their superiority ?

Japanese companies have gone abroad focusing on North America since 1960`s. And, it has been said that their management style is ethnocentrism(Anbo,1998). They have developed their excellent manufacturing technology and quality control in Japan. Also, they have exerted their competitiveness in global market by transferring various management resources to overseas subsidiaries. Ethnocentric global management has some rational reasons. But, some scholars have pointed out the side effects of Japanese expatriates centered- management in that overseas subsidiaries lose their autonomy and are behind in localization(Ishida,1999:Kopp,1999:Trevor,1983:Yoshihara,1996). To solve the side effects, the concept of Internal globalization put forward. This concept is defined “Foreigners participate in the decisions of Japanese parent company or such thing is possible.”(Yoshihara,1996).This definition includes Japanese parent companies realize the company-wide management in global by adopting the overseas subsidiary`s thinking. But, according to the research(Harzing, Pudelko & Reiche ,2013), Japanese and Korean

companies had a very high proportion of the local bosses who are from the home country.(64.5%, the average is 24.9%) This research suggests that the global management of Japanese corporations is still in the state of “Ethnocentrism”. At this point, we focus on not being discussed Internal globalization and not being revealed the execution means. To exert the superiority of MNCs for Japanese corporations in real meaning, they need to realize Internal globalization and utilize the uniqueness of their overseas subsidiaries. From raising such a problem, this paper tries to show the execution model that enables Inner Internationalization through the in-depth case study for company A .

Company A which manufactures electronic components has gradually expanded foreign markets for about 60 years. At present, the company’s ratio of overseas sales exceeds 80% of total sales. Moreover, the managers who experienced the work in overseas are over 50%,and the company put strength into the utilization and training of foreign workers. Also, the company introduces the global IHRM(International Human Resources Management) systems, overseas dispatch system, reverse loaned system, the recruitment of local president and so on. From the above facts, by the company, we can deepen the understanding about IHRM for the internationalization progress.

To investigate into the internationalization progress in company A, we roughly divided into three analysis stages. First, we collected the existing papers about the internationalization and the secondary materials about company A. By doing so, we

investigated into the concept of internationalization and the various IHRM systems. Second, we conducted the interviews for company A. By doing so, we investigated into how A's company has worked on the internationalization. Also, we investigated into how such efforts have affected their workers. Third, using the methods of coding and triangulation, we analyzed the data obtained in the interview.

Anticipating the conclusion of this paper, we showed one concept, "External Japanization=Overseas subsidiaries make decisions in line with the strategy of Japanese parent company or such thing is possible." This concept corresponds to "Internal Globalization= Foreigners participate in the decisions of Japanese parent company or such thing is possible. (Yoshihara,1996)" And, we found two organization's elements which constitute the above two concepts, ① Cross-cultural empathy ② Corporate philosophy · climate share. In addition, we found Human Resources Liquidity promotes the two elements. Moreover, by achieving such an organizational state, Human Resource Liquidity is promoted further and generate the good circulation of internationalization. If External Japanization and Internal Globalization are accomplished together, Japanese corporations can exert their superiority as the MNCs. We show this process of internationalization as "Dual Wheel Model".

The structure of this paper is as follows. At first, in 2 chapter, we show the problem that the existing researches have. Next, in 3 chapter, we explain the reason why we chose company A to explore how to realize Internal Globalization. Also we explain the validity

of analysis methods in this chapter. In 4 chapter, based on the analysis result, we give light on the elements which constitute the internationalized organization. And, as a sequential process of internationalization, we show "Dual Wheel Model". Finally, we consider "Dual Wheel Model", and mention the conclusion of this paper and the future issues.

2.Literature Review

Ethnocentrism global management is a big advantage to Japanese corporations (Bartlett & Ghoshal,1989).This concept has also been supported by the other research(Anbo,Itagaki,Kamiyama,Kawamura,Kumon,1991:Yoshihara,1996). In Japanese way of ethnocentric management, a parent company runs a centralized organization, so the role of overseas subsidiaries is just currying out the plan by following parent company.

Some research showed positive appreciation to it. According to Itagaki (2017 : 1~35), Japanese inpatriates are able to manage overseas subsidiaries more effectively with Japanese hands-on problem resolution approach, which focuses on playing as a team. Also, Japanese inpatriates had stronger negating power to the parent company, because they would share the sociocultural context (Ohki,2014) .Both studies revealed that Japanese corporations managed overseas subsidiaries effectively by concentrating power

in the hands of parent company, and giving them superiority. However, other studies pointed out some problems of ethnocentric global management. From the point of view of parent company, Bamish & Inkpen (1998 : 35~50), Mito (2006 : 41~56) referred to the cost of loaned inpatriates ; it basically costs more than hiring host country nationals (HCNs). From the point of view of subsidiaries, because of too much innervation from parent company, they do not have a desire to improve skills by themselves (Bartlett & Yoshihara, 1988). That leads their low performance (Kaziyama, 2009). Speaking of Multinational Company (MNC) ,these are some beneficial features. For example, they can make consideration about important information from worldwide (Vernon,1971). They can capitalize human resource from various countries. Also, they have a lot of opportunities to be stimulated to growth(Bartlett,1986). Therefore, Japanese ethnocentric global management deprive subsidiaries of a chance to build-out, and fails to utilize the beneficial features from MNC.

For solving this issue, HCNs has an important role. As a rule, HCNs can accommodate the requests from the local, because they know well about local things like the culture, the business custom, the law, and so on. Compared loaned employees, they do not cost much. In addition to these, local workers are motivated by getting a chance to win a promotion. On the other hand, they have difficulties with getting a whole picture of the corporation, and cooperation with parent company more than inpatriates do. How can we manage it?

Now for Inner Internationalization. It means that foreign workers are in responsible for parent company's decision-making, or this situation itself (Yoshimhara,1996). The proportion of the number of local bosses at a subsidiary is one of measures how much the corporation success to Internationalization. In 2000s, according to the examination into Japanese MNC, the proportion was under 25%(Furusawa,2008). Later, according to the research (Harzing, Pudelko & Reiche ,2013), Japanese and Korean MNCs scored the lowest proportion-35.5%, although the world average was 75.1% and Northern European MNCs scored around 90%. This results show that Japanese global management needs to improve Inner Internationalization.

Regarding Internal Globalization, there are a lot of discussions about Englishnization these days. It means, making English as an official language in the workplace. For example, Neely (2013 : 476~497) found that official language influenced the psychology of workers. He conducted a qualitative study of a French high-tech company that had instituted English as an official language. Results indicate that nonnative English-speaking workers experienced status loss regardless of their English fluency level. Also, they shared a common attitude of resentment and distrust toward their native English-speaking coworkers.

Ethnocentric global management, MNCs, Internal Globalization are topics that has been thoroughly studied. However, the further study of a concrete way of realizing Internal Globalization has not been conducted yet. We believe this study leads to better

utilization of beneficial features of MNCs. To propose how to realize Inner Internationalization, we conducted In-depth Case Study into company A, and investigated International Human Resource Management (IHRM) of this company which was highly internationalized.

3.Methods

3-1 Validity of selected companies

Based on the above problems, we will introduce examples of companies that develop international developments in various forms and accumulate abundant international experience and know-how. Below is a summary of the electronic component manufacturing company A selected as an analysis target, and its validity is considered. Main business of Company A is electronic components. It was founded in 1948. The company, which consists of three affiliated companies, currently boasts consolidated net sales of approximately 750 billion yen, consolidated overseas sales ratio of approximately 80%. Furthermore, company A has development, production and sales offices in 28 countries with 38,000 global employees. Therefore, company A has realized high internationalization. Company A set "global one company" as a goal of internationalization, and are trying to mix the management resources owned by each of the Japanese headquarters and overseas subsidiaries. Therefore, it seems that company

Company A introduces Multiple personnel system such as overseas dispatch system, reverse loaned system, and company A fully utilizes overseas subsidiaries such as recruitment of local president (Refer to Figure1).

For the above reasons, we believe that this case is appropriate used for verification. In addition, company A is located Osaki city Miyagi prefecture, geographically close to our research base. So, we think that choosing company A is extremely useful for collecting rich information which is important in qualitative research. By conducting a case study of company A, we try to show what kind of process the internalization is accomplished.

The name of system	Target	Summary
International Associate Program (1989, Enforcement)	Foreigner graduates	Workers work for two years as a contract employee in Japan. Company A aims to develop talents capable of globally playing an active part.
Japanese working system (2005, Enforcement)	Executives of overseas subsidiaries Executive candidates	Workers work in Japan for about two years. Workers learn the corporate culture of the company A .
Trainee system (Overseas→Japan) (2006, Enforcement)	Young employees, Mid-level employees, Executive candidates	The purpose is to growing up nurture global talent.
Trainee system (Japan→Overseas) (2013, Enforcement)	Young employees, Mid-level employees, Executive candidates	The purpose is to growing up nurture global talent.
New graduate recruitment of domestic international students	Domestic international students	

(Figure1, Personnel Systems of A , Made by us)

3-2 Methods of data collection and analysis

We did group-interview twice for workers whose job position is different in four in company A. Furthermore, we sent out questionnaires, and got total 9 data. When the interviewees were chosen, we asked company A to choose foreign workers or Japanese workers who have rich experience of working abroad. We prepared interview guide in advance, and put forward them by semi-structured formula. We saved the information and voice data as electronic data, so we are able to disclose it anytime. In analysis, we paid so close attention as below. We asked ourselves that our state of mind did not influence the data and qualitative analyses in order to remain neutral.

(A) Process of interview

In the first interview, there were total 6 interviewers, and interviewed for 4 workers. Interviewee1 was an executive who know this company's globalizing efforts a lot. Interviewee2 was at Human Resources Department to conduct human global management, Interviewee4 was Engineering Planning Senior staff who had rich work experience with foreign workers, and Interviewee3 was from Korea by reverse loaned system. We focused on Japanese overseas dispatch system, opportunity of foreign worker accept system (IAP, trainee system, and reverse loaned system), process, and connection of mutual systems. And, we prepared the questions to comprehensive understand

globalization in company A. (Refer to appendix1 interview protocol)

In the second interview, there were total 6 interviewers, and interviewed for 4 workers. Interviewee1 was Japanese executive who had worked in Korean subsidiary by overseas dispatch system and assumed the Korean president, Interviewee 1,2,3were Japanese worker who worked under Korean department having come on loan by reverse loaned system, Interviewee4 was Engineering Planning Senior staff like the last time. We focused on points and changes in mental state of Japanese workers while working with foreign workers. (Refer to appendix2 interview protocol) We prepared the questions to understand how globalizing efforts in company A changed worker's think and way of working. Furthermore, we sent out questionnaires for Human Resources Department to check the background and purpose of introducing IHRM. (Refer to appendix3 questionnaire)

No	Sex	Affiliation	Level	Experience abroad.	Nationality	number of times	Date	Place
1	Male	With Headquarters	Adviser	Korea America	Japan	2 times	2017 10/4 10/25	R&D center
2	Female	Human Resources Dept.	Group Manager		Japan	1 time	2017 10/4	R&D center
3	Male	Engineering Dept.	General Employ	Japan	Korea	1 time	2017 10/4	R&D center
4	Male	Engineering Planning	Senior Staff		Japan	2 times	2017 10/4 10/25	R&D center
5	Male	Engineering Dept.	Group Manager	Sweden Germany	Japan	1time	2017 10/25	R&D center
6	Male	Engineering Dept.	Group Manager		Japan	1 time	2017 10/25	R&D center

(Figure2, Information of interviewee, Made by us)

(B) Analysis method of interview results

We classified the data obtained from the two interviews that conducted for company A as a superordinate concept and gradually reduced it as a composition concept. Specifically, after carefully examining the contents of two interviews, we coded the interviews, categorized the contents of the interviews according to categories, and further hierarchically abstracted them into integrated elements. This was based on the recommended practices of qualitative data analysis (Miles & Huberman 1994). Furthermore, the data used in the coding and the constituent concept extracted as the analysis result extract the concept without impairing the objectivity of the data by using triangulation in the analysis process. (Figure3) As to the method of triangulation, based

on the analysis by methodology (interview, secondary material, questionnaire), (Miles & Huberman 1994), when collecting information by data sources (Human Resources Department Group Manager, With headquarters adviser, Engineering planning office senior staff, Korean department manager's subordinate group managers) were used. (appendix for triangulation)

4. Analysis result

In this chapter, through Company A's case study, we show the process of achieving internal globalization. In the process of achieving it, we find a good circulation leading to internationalization. Focusing on this, we show an execution model for achieving internal globalization.

Specifically, from the survey to Company A, we have deduced that Human Resource Liquidity has a positive effect on internationalization of the parent company and subsidiaries. Furthermore, we show that such change of parent company and subsidiary forms the organization that is suitable for internationalization by aligning them. In doing so, Human Resources Liquidity is further promoted, and a circulation toward global companies is created. We show this circulation as "Dual wheel model".

4-1. Personnel systems of company A

Initially, we thought that the company's reverse loaned system contributed to Internal Globalization, and we investigated how it affects Japanese parent company. However, it turned out that the reverse loaned system is not alone, but it promotes Internal Globalization in conjunction with various other personnel systems. The personnel system of company A is deployed to a wide range of people from new graduates to executives, and it is a mechanism that can be applied flexibly according to the needs of each employee. In addition, it is also possible to use several personnel systems in stages, and in fact interviewee 3 came to Japan again with a reverse loaned system after having worked in Japan with IAP. Each personnel system evokes use of other personnel systems, and, it is possible to increase the amount of personnel who use personnel systems. The reverse loaned system is one of them. What is noteworthy here is that this diverse personnel system affects not only parent companies but also overseas subsidiaries. Unlike moving a person from an overseas subsidiary to Japanese parent company using one system, because talents come and go throughout the organization, there will inevitably be a change involving overseas subsidiaries.

The two-way impact on this parent company and overseas subsidiaries is necessary for Internal Globalization.

4-2 Human Resources Liquidity

In the previous section, to advance Internal Globalization, it needs to move the human resources actively among bases. In this section, we explain how the Human Resources Liquidity effect the organization. We divide the effects into two different effects, the static effect and the dynamic effect.

The static effect by Human Resources Liquidity is “the formation of multicultural environment”. Multicultural environment indicates the environment which a lot of foreign workers (or Japanese workers) are in parent company (or overseas subsidiaries). If this state is normalized company-widely, a lot of workers will interact with other workers who have the different culture. In fact, interviewee 1 said “It is common for foreigners to be around myself.” From this statement, in company A, it turns out that Human Resources Liquidity makes the multinational environment.

On the other hand, the dynamic effect is “the diffusion of common thought”. When human resources move among bases, human resources spread thought gained at the previous base to the next base, And this movement mixes thoughts of each base and fosters a common idea. Actually, interviewee 1 said “We expect foreign workers who went to Japan by reverse loaned system to come back and expand Japanese way of thinking.” This effect enables not only to adopt foreign worker’s thinking to parent company but also to expand Japanese way of thinking to foreign subsidiaries. In the next section, we will explain the concrete impact from these effects in the whole company.

4-3 Impact on parent company and overseas subsidiary by Human Resources

Liquidity

Human Resources Liquidity influences parent company and overseas subsidiaries, and promotes cross-cultural understanding and mutual understanding between both companies . First, I will talk about cross-cultural understanding. We already mentioned that formation of a multicultural environment increases opportunities to interact with people from other countries.

and, This induces each talent to become accustomed to different cultures and improve language ability, and cultivate each person's cross-cultural understanding ability. As a result, it becomes possible to eliminate cultural differences and language barriers that are obstacles to globalization. Furthermore, by understanding the each country's attitudes towards the work, it is possible to understand the difference in decision making. This is the primary influence given to the parent company and overseas subsidiaries. Parent company A has established a system to accept families, taking into consideration that overseas relocation is carried out in the family situation. This is a good example of accepting a large number of reverse-incumbent people, which allowed for understanding of different cultures. the other hand, interviewee 5 who have worked in German subsidiary said "Foreign workers tried to speak with Japanese workers who could not speak English well, finally, they spoke so easy English that Japanese workers

could understand.” This example shows that overseas subsidiaries can understand Japanese culture and background by Cross-Cultural Understanding.

We state the mutual understanding. This is mainly obtained by the diffusion of common thought. By understanding each thought among bases, it enables them to revise the evaluation standards. Moreover, the evaluation standards will be based on the consideration of the environment and business situation at each site. Hereby, overseas subsidiaries can make decisions in line with the strategy of parent company, and parent company also can respect decision making of such overseas subsidiaries. This is the second impact. In the case where the chief director of Korean subsidiary came to Japanese parent company, interviewee 6 said, "I touched the way of thinking about Korean work, it expanded my field of view." This leads the parent company to understand the thoughts of subsidiaries. Also, the subsidiaries of company A coordinates with other subsidiaries without going through the parent company. In addition, company A let Korean subsidiary exchange various management resources with other stakeholders. From the above, it turns out that overseas subsidiaries can make decisions in line with the company-wide strategy.

By the above impacts, Internal Globalization is promoted and overseas subsidiary can also understand the parent company's thoughts.

4-4 External Japanization

We showed one concept, "External Japanization=overseas subsidiaries make decisions in line with the strategy of Japanese parent company or such thing is possible. " This concept focuses on the overseas subsidiary's understanding of parent company that are indispensable for Internal Globalization. By creating an overseas subsidiaries that can make decisions in accordance with the strategy of parent company as well as making a state where foreigners can participate in parent company decision making, the parent company can transfer authority to overseas subsidiaries, and overseas subsidiaries can exercise it with the parent company thoughts and exert their own identity while ensuring consistency with company-wide strategies

4-5 Company-wide organizational status that is brought up by Internal Globalization and External Japanization

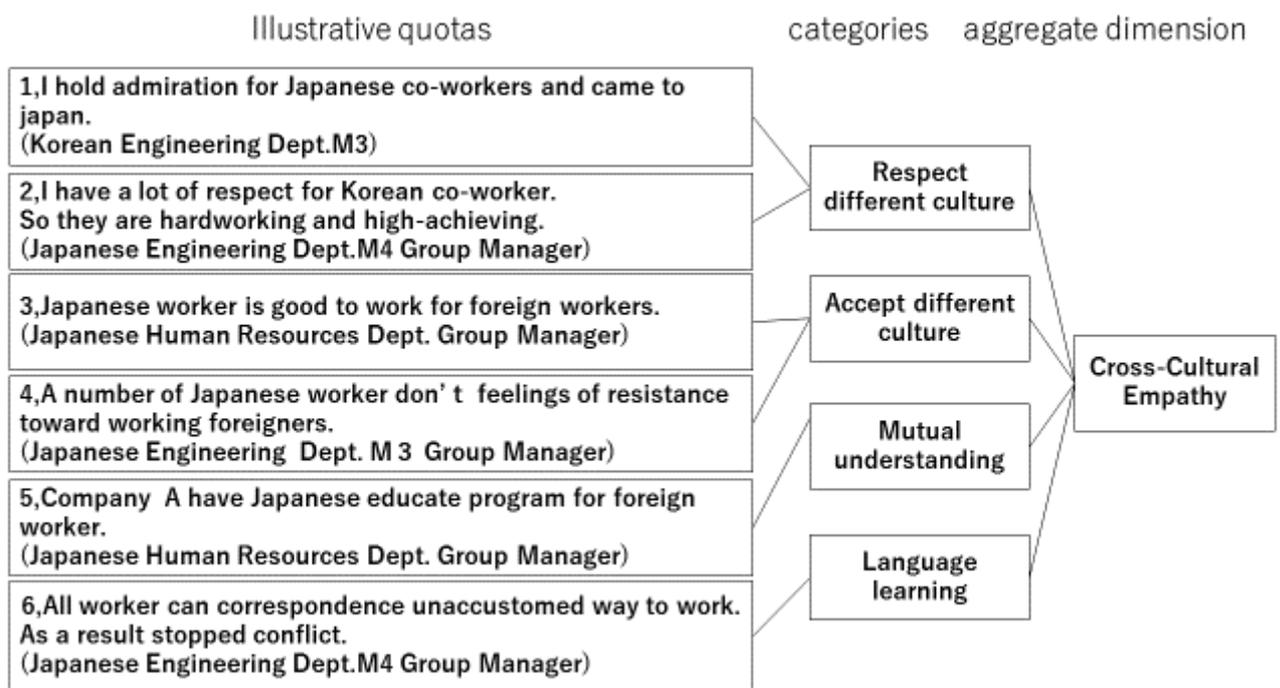
With Internal Globalization and External japanization, parent company and subsidiaries company-wide become the organizational state that have the following two elements.

① Cross-Cultural Empathy

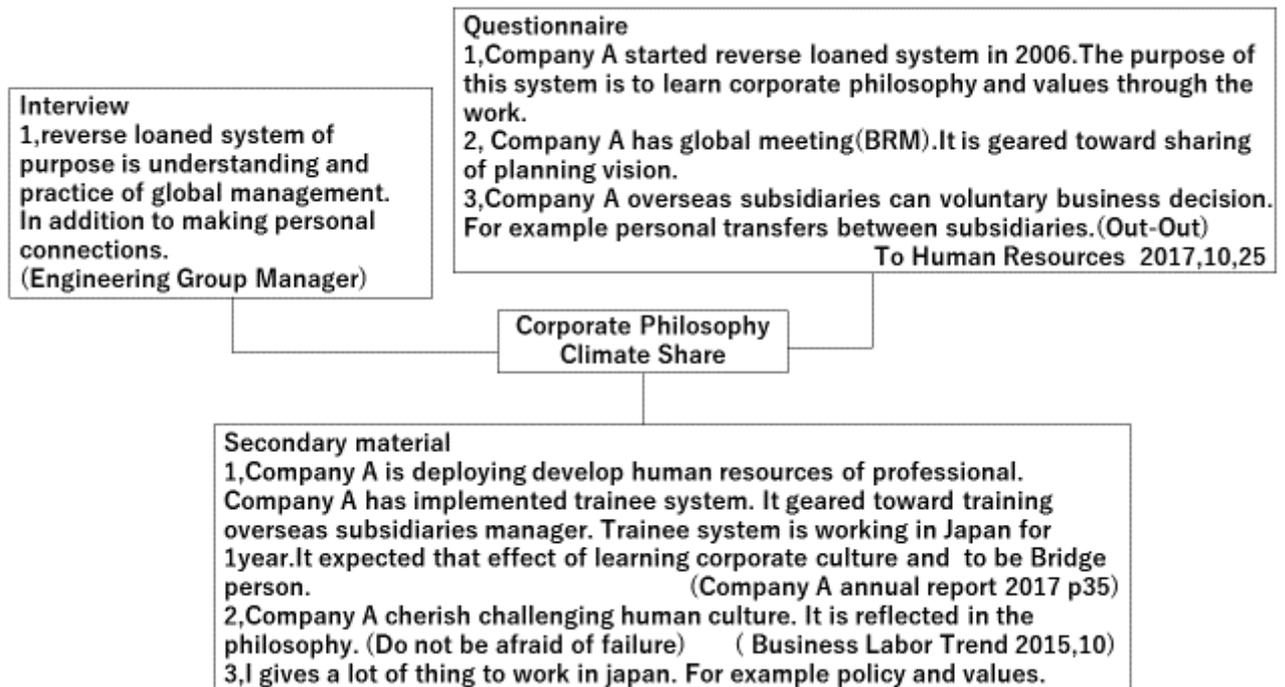
We define this element as "a state that understands and shares the differences of languages, nuance, and cultural background between Japanese and foreign employees".

This concept is composed four sub-elements: cross-cultural respect, cross-cultural

acceptance, language learning, mutual understanding (Refer to Figure 3,4) .This is a concept where established by combining the cross-cultural understandings owned by the parent company and the subsidiaries , and by generating empathy with cross-cultures consistent with the whole company.



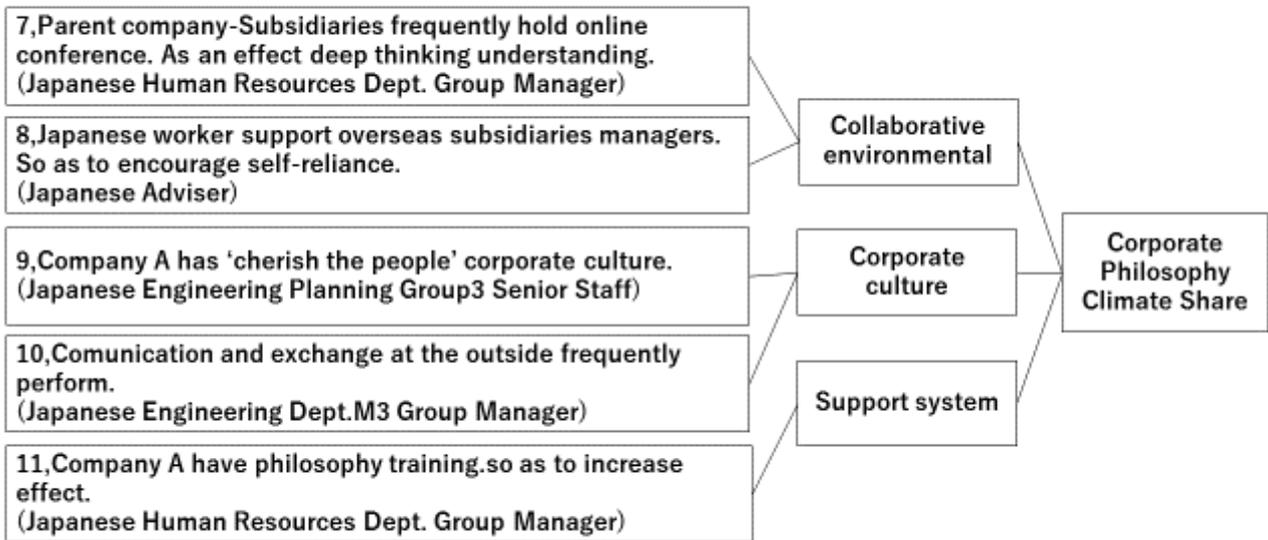
(Figure3, Coding for Cross-cultured Empathy, Made by us)



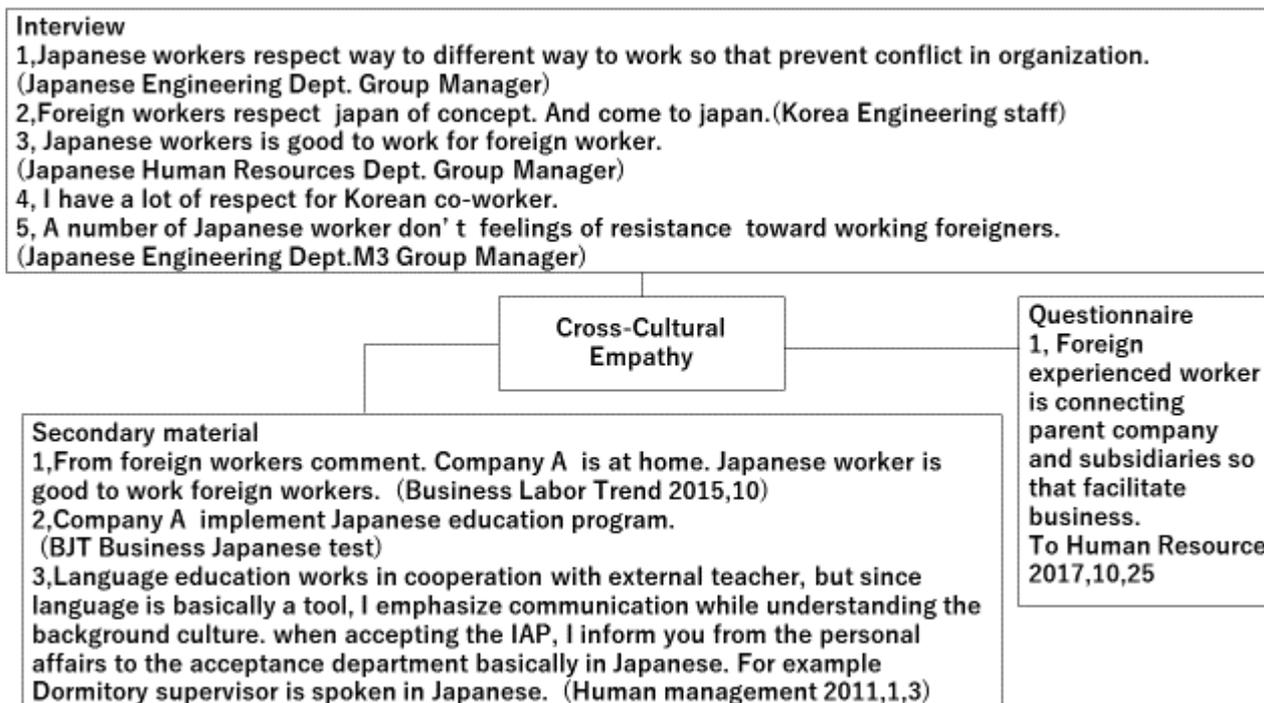
(Figure4,Traiangulation of Cross-Cultural Empathy, Made by us)

② Corporate Philosophy · Climate Share

We define this element as "a state in which employees understand the company's Culture philosophy and is the basis of action." This concept is composed two sub-elements, the leadership system and the collaborative environment (Refer to Figure 5,6). This means that sharing meet corporate philosophy and climate as a whole which is the premise of company-wide decision making by having elements of mutual understanding.



(Figure5, Coding for Corporate Philosophy Climate Share, Made by us)



(Figure6, Traianglation of Corporate Philosophy Climate Share, Made by us)

Organizations that combine these elements have achieved a high degree of intercultural acceptance and of corporate philosophy share and have established a perfect environment as a global company. We got a remark to say that company A has reached this state as well. As for cross-cultural empathy, out-out is one example. This refers to

the movement of human talents between overseas subsidiaries. This movement is to be smoothly carried out only after subsidiaries have made cross-cultural empathy. Furthermore, because the parent company understands the culture of the subsidiary, the parent company can be involved only in the final check. On the other hand, cases where the resistance to capabilityism faded due to the presence of foreigners at their parent company is a result of corporate philosophy and climate share.

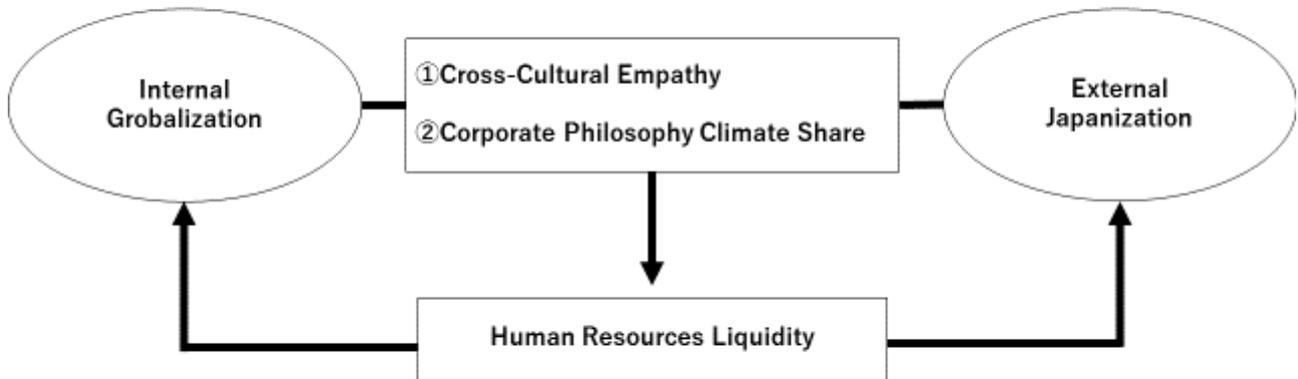
4-6 Promoting Human resource liquidity

We explain that the organization like the previous section promotes Human resource liquidity through facilitating personnel changes. If company-wide ① Cross-cultural empathy ②Corporate philosophy · climate share has achieved, the organization become easy to create the environment that accept talents of other countries as a whole. Furthermore, talents who actually transfers also improves the ability that respond to different cultures. It is easy for people who understood the partner country to move to the subsidiary that has systems for accepting, and we can see that Human resource liquidity is promoted by having such an organization. Interviewee 3, who is in the reverse loaned from the South Korean branch of Company A to the Japanese parent company, said: "There are many South Korean-transferee in Japan, and because they understand Korea, I was not resistant for myself being in the reverse loaned." This is an example that Human resource liquidity was promoted by company-wide having ① Cross-

cultural empathy. Sharing the corporate philosophy and climate also helps alleviate resistance and anxiety of transferees.

4-7 Dual Wheel Model

Company A realized Inner Internal Globalization and External Japanization by Human resource liquidity, and company-wide constructed the organization that has ①Cross-cultural empathy ②Corporate philosophy · climate share as elements. This organization promotes Human Resources Liquidity by facilitating personnel shifts. In other words, we can see a virtuous circle of globalization through Human Resources Liquidity in this process. Inner Internationalization and External Japanization are in mutually complementary relationship like the two wheels of the car, and we call the execution model that realizes them as "Dual Wheel Model"(Refer to Figure 7).



(Figure7, “Dual Wheel Model”, Made by us)

5. Conclusion

5-1. Conclusion and contribution of this paper

In this paper, we have discussed the way of realizing Internal Globalization. To exert the superiority of MNCs, Japanese companies need to utilize the uniqueness of overseas subsidiaries in global.

In current condition, about Internal Globalization of Japanese corporations, the center of the discussion has been based on the parent company. Hereafter, for Japanese corporations, it is effective to advance Internal Globalization and External Japanization together. Both of two concepts are mutually complementary relationship like the two wheels of a car. These two wheels revolve by the engine ,that is ,Human Resource

Liquidity. By that, the car can go ahead while exerting the superiority of MNCs. We name this execution model to achieve globalization “Dual Wheel Model”. Company A, which have revolved this two wheels for a long time, can be a suggestive case for Japanese company which can hardly get out of ethnocentrism.

5-2 Issues in this paper

There are a lot of issues. First, “Dual Wheel Model”, we show previous chapter, is only come from in-depth case study of company A, so this model is shortage of sampling data. Consequently, in this paper, while we discuss each concept and element, we cannot demonstrate quantitatively. After this, we should study multiple companies and demonstrate validity of each concept and relationship among each element quantitatively. Therefore, “Dual Wheel Model” will be proved typically, and can be get the effective fundamental model as other companies promote globalization.

Acknowledgement

In writing this paper, company A which manufactures electronic components cooperated greatly .This research was not established without cooperation of company A. Great thanks to this company.

Also, I would like to express my gratitude to Professor Kim who constantly followed the

research from the beginning of the research to the writing of the paper. She always made constructive advice at times of painful circumstances. Great thanks to her.

(References)

安保哲夫, 板垣博, 上山邦雄, 河村哲二, 公文溥 (1991)『アメリカに生きる日本的生産システム：現地工場の「適用」と「適応」』東洋経済新報社

石田英夫 (1999)『国際経営とホワイトカラー』中央経済社

大木清弘 (2014)『多国籍企業の量産知識：海外子会社の能力構築と本国量産活動のダイナミクス』有斐閣

梶山泰生 (2009)『グローバル戦略の進化－日本企業のトランスナショナル化プロセス』京都大学 経済学叢書

古沢昌之 (2008)『グローバル人的資源管理論「規範的統合」と「制度的統合」による人材マネジメント』白桃書房

吉原英樹 (1996)『未熟な国際経営』白桃書房

板垣博 (2017)「東アジアにおける日系企業の企業内知識移転－日本人出向者の役割と連鎖的技術移転の視点からの考察－」『武蔵大学論集』第 65 卷 1 号。1-35 頁。

笠原民子(2013)「日本経営における経営現地化の諸課題」『阪南論集』第 48 卷 2 号。65-83 頁。

水戸康夫 (2006) 「100%出資海外子会社への技術移転：技術指導員は減らすことができるのか」『九州共立大学経済学部紀要』103号。41-56頁。

『ハーバードの留学生が思わず涙する「楽天の英語公用語化」の授業 ダイヤモンドオンライン <http://diamond.jp/articles/-/80734?page=2> (2017年10月23日アクセス)

Bartlett, C. A., & Yoshihara, H. (1988) “New challenges for Japanese multinationals: Is organizational adaptation their Achilles heel?”, *Human Resource Management*, 27(1), 19-43.

Beamish, P. W., & Inkpen, A. (1998) “The decline of the Japanese expatriate”, *Journal of World Business*, 33, 35-50.

C. Bartlett & S.Ghoshal. (1986) ”Tap Your Subsidiaries for Global Reach”, *Harvard Business*.

Kobrin,S.K.(1987) “Expatriate reduction and strategic control in American multinational corporations”, *Human Resource Management*, Vol.27, No.1, pp.63-75.

Neeley, T. B. (2013) “Language Matters: Status Loss and Achieved Status Distinctions in Global Organizations.”*Organization Science*, 24(2): 476-497.

Tung, L. R. (1981) “Selection and training of personnel for overseas assignments”, *Columbia Journal of World Business*, Spring, pp.68-78.

Zeira, Y. and Banai, M. (1985) “Selection of managers for foreign posts”, *International Studies of Management and Organization*, Vol.15, No.1, pp.35-51.

Zeira,Y,Harari,E,& Izraeli,D (1975) “Some structural and cultural factors in ethnocentric

multinational corporations and employee morale”, *Journal of Management Studies*, 12, 66–82.

Bartlett, C. A. & Ghoshal, S. (1989) *Managing Across Borders*, Boston: Harvard Business School Press.

Dowling, P. J. and Schuler, R. S. (1990) *International dimensions of human resource management*, Boston: PWS-Kent Pub.

Harzing, A. W. (2004) “Composing an international staff”, In A. W. Harzing and J. V. Ruysseveldt (eds.), *International Human Resource Management 2nd edition*, London: Sage Publications.

Harzing, A., Pudelko, M., & Reiche, S. (2013) *Developments in Knowledge Transfer Activities of Expatriates and Inpatriates*. Presented at 2013 Annual Conference of Academy of International Business.

Kopp, R. (1999) *The Rice-Paper Ceiling in Japanese Companies: Why It Exist and Persists* in Beechler, S.L. and Allan Bird eds. *Japanese Multinationals Abroad: individual and Organizational Learning*, New York Oxford University Press

Miles, M. B., & Huberman, A.M. (1994) *Qualitative data analysis: an expanded sourcebook*. Thousand Oaks, CA: Sage.

Scullion, H. and Collings, D.G. (2006) *Global staffing*, London: Routledge.

Trevor, M. (1983) “Japan’s Reluctant Multinationals: Japanese Management at Home and Abroad, London” Frances Pinter.

Vernon , R. (1971) *Sovereignty at Bay*. Basic Books.

The first questionnaire Human resources (October25)

1. About the relationship of each system of acceptance of foreigners (IAP trainee reverse-outgoing system: abbreviated)

① Opportunities and processes to develop and implement foreign acceptance system, process

② Points to be aware of when creating a system ,

③ Percentage of people who have experienced reverse-orientation, who used IAP or the trainee system

2. Overseas legal persons' voluntary personnel change (Out-Out: abbreviated)

① Requirements for realizing Out-Out

② Impact on headquarters by realizing Out-Out (changes in roles, etc.)

③ Out-Out Causal relationship between realization and business performance of overseas affiliates

3. Requirements for appointment of foreign officers, president at headquarters

4. Promotion of president of overseas subsidiaries

① Impact on internal (overseas subsidiary) caused by making local people the president of overseas subsidiaries

② Requirement for Japanese support assistants to be unnecessary

5. Impact on overseas subsidiaries by

(appendix3 Questionnair items)