

# lunch seminar

Research Institute  
at Maison franco-japonaise  
UMIFRE 19 CNRS-MAEE

**Fri. February 17<sup>th</sup>, 2012**

12:30 - 14:00 | room 601 | in English (no translation)



With the generous support of  
the French Chamber of  
Commerce and Industry in Japan.

## Human Resource Management of MNCs in Asia: Strategies of French and Japanese MNCs compared

**Speakers** Bruno AMANN & Jacques JAUSSAUD

**Discussant** Isabelle GIRAUDOU (UMIFRE 19, MFJ)

European and Japanese Multinational Corporations (MNCs) have strongly developed their activities in Asia. Such development relied massively on the mobilization of various types of human resources coming from the head offices, expatriated or on short-term assignments, and massive recourse to diverse categories of local employees. Expatriation induces high costs, huge difficulties for the expatriates and produces often limited results. Therefore, MNCs have developed localization strategies of management positions. Few researches study neither this localization process nor the human resource management (HRM) strategies supporting the regional development of MNCs in areas such as Asia. This contribution addresses these two dimensions by comparing Japanese and French MNCs, based on 53 interviews in the subsidiaries of 17 MNCs settled in eight countries in Asia. We find, first, that Japanese MNCs still not have localized management positions as much as French MNCs, but they are now willing to. As a way to compensate for the lack of local capabilities without sending more expatriates, both French and Japanese MNCs massively send experts on short-term assignments. Finally, we find that, although HRM practices vary widely, even for a given MNC, from country to country in Asia, harmonizing principles have been introduced recently in the regional HRM strategies.



**Bruno AMANN** is Professor in Management Sciences at the University Paul Sabatier of Toulouse. He is the Director of the "Management and Cognition" Research team of that University. He has published several contributions in leading academic journals on family business, corporate governance, and international management. AMANN's

most recent publications have been released in the *Asia Pacific Business Review* (2011), *Journal of Transition Economies* (2010), *Ebisu* (2010), *Journal of Family Business Strategy* (2010), and *Family Business Review* (2008). For more information, see: [www.bruno-amann.fr](http://www.bruno-amann.fr).



**Jacques JAUSSAUD** is Professor of Management, University of Pau, France, and Director of the CREG Research team in Management of this University. His research interests are in the areas of business strategy, organization, control, and human resources management, with a particular focus on Japan, China, and other Asian countries. He has pub-

lished widely in these areas, including in the following academic journals: *Journal of International Management*, *Asian Business and Management*, *Asia Pacific Business Review*, *Transition Studies Review*, *Ebisu*, and so on. He has also co-edited several books, including *Evolving Corporate Structures and Cultures in Asia* (ISTE Publishing, London, 2008).

### What is the Lunch Seminar at MFJ?

This typical event has been organized at the Maison franco-japonaise (Nichi-Futsu Kaikan) since 2004. It offers a presentation followed by a discussion dedicated to a specific issue of the time and it aims at bringing a better understanding of Japanese economy and society.

This is a brown bag lunch seminar (please bring your bento or sandwiches). Coffee available.

### How to attend the Lunch Seminar?

The participation to the Lunch Seminar is free but registration is strictly required.

Please apply by e-mail to [mikasa@mfj.gr.jp](mailto:mikasa@mfj.gr.jp) or by fax (03-5421-7652) specifying your: name, company or institution, position, address, phone and e-mail.

For more information, see: [http://www.mfj.gr.jp/web/lunch\\_seminar/lunch\\_seminar.html](http://www.mfj.gr.jp/web/lunch_seminar/lunch_seminar.html).

### French Research Institute on Japan at Maison franco-japonaise

3-9-25, Ebisu, Shibuya-ku, 150-0013 Tokyo



### Information

from Monday to Friday from 9:30 to 18:00

Tel : 03-5421-7641 Fax : 03-5421-7651

HP : [www.mfj.gr.jp](http://www.mfj.gr.jp)