Facing the challenges of increased global competition and a shrinking human resource base in Japan, Japanese companies have found themselves under considerable pressure to reform their personnel management systems. In recent years, they have come up with a number of new initiatives such as the amplified hiring of young foreign graduates from Japanese and overseas universities as well as more systematic HR development programs for Japanese overseas operations. The purpose of this workshop is to scrutinize these developments in the light of recent scholarship on international human resource management, boundary-less careers and diversity management. Moreover, the workshop brings together academics and HR practitioners to reflect on these and possible future developments and to discuss potential changes in university curricula in response to these trends.

22 September

9:00-10:30: Academic Session I | Venue: AS4/03-28

Venue: Faculty of Arts and Social Sciences, Department of Japanese Studies, Bld. AS4, 3rd Floor, Room 28

Chair:
Alexander WOLLENBERG, Lecturer, Binus University (Indonesia), Faculty of Business, Jakarta

Presenters:
Naoki ANDO, Professor, Faculty of Business Administration, Hosei University, Tokyo
Localization and its Implications for Subsidiary Performance: A Case of Japanese MNCs

Yu ZHENG, Lecturer in Asian Business and International HRM, School of Management, Royal Holloway University of London
“Chicken and Duck Talk”: Life and Death of Cross-cultural Training at a Japanese Manufacturing Plant in China

10:30-11:00: Coffee Break
11:00-12:30: Academic Session II Venue: AS4/03-28

Chair:
Natenapha WAILERDSAK Yabushita, Assistant Professor, Thammasat Business School, Bangkok

Presenters:
Srabani Roy CHOUDHURY, Associate Professor in Japanese Studies, School of International Studies, Jawaharlal Nehru University, Delhi
*How Egalitarian are Japanese Firms in India? A Case Study of Japanese Joint Ventures in India*

Shige MAKINO, Professor, Department of Management, Director, Center for International Business Studies, CUHK Business School, The Chinese University of Hong Kong
*Passion Transfer across Borders: A Case of Japanese Multinationals*

12:30-14:00: Lunch Break

14:00-15:45: Session with Company Representatives I Venue AS7/01-02

Venue: Faculty of Arts and Social Sciences, Bld. AS7, 1st floor, Room 02

Chair:
Hendrik MEYER-OHLE, Associate Professor, Department of Japanese Studies, National University of Singapore

Toyohiro MATSUDA, Head, HRD Office in Asia, Mitsubishi Corporation, Singapore
Stella WONG, Head of HR, APAC, Sumitomo Mitsui Banking Corporation
Muneatsu MIIDA, Deputy Managing Director, Group Administration, Denka Chemicals Holdings Asia-Pacific, Singapore
Richard CHUA, Managing Director, Yamato Asia, Singapore

15:45-16:15: Coffee Break

16:15-18:00: Session with Company Representatives II Venue AS7/01-02

Chair:
Harald CONRAD, Sasakawa Lecturer in Japan’s Economy and Management, School of East Asian Studies, University of Sheffield

Takuya SHIMOMURA, HR Manager, DeNA Asia Pacific Holdings, Singapore
Masahiro NISHIJIMA, General Manager, Japan Airlines, Singapore
Hitoshi SUZUKI, Managing Director, Leggenda, Singapore
Takeshi KAZAMI, President and CEO, NTT Singapore, Singapore

18:30- Workshops Dinner (Invited Only)
23 September

9:00-10:30: Academic Session III Venue: AS4/03-28

Chair:
Carol HOOI, Associate Professor, University of Nottingham, Malaysia Campus

Presenters:
Mitsuhide SHIRAKI, Professor, President, Institute for Transnational Human Resource Management, Waseda University

The Globalization of Business and that of HR: With Special Reference to Japanese Expatriates in Asia

Mari YAMAUCHI, Visiting Professor, Institute for Technology, Enterprise and Competitiveness, Doshisha University, Kyoto


10:30-11:00: Coffee Break

11:00-12:30: Academic Session IV Venue: AS4/03-28

Chair:
Hendrik MEYER-OHLE, Associate Professor, Department of Japanese Studies, National University of Singapore

Presenters:
Gracia LIU-FARRER, Professor, Graduate School of Asia-Pacific Studies, Waseda University, Tokyo

The Trials of Globalization: Employees’ Experiences in Globalizing Japanese Firms

Akiyoshi YONEZAWA, Associate Professor, Graduate School of International Development, Nagoya University and Yukiko SHIMMI, Lecturer, Graduate School of Law, Hitotsubashi University

Study Abroad Experiences and Career Paths of Japanese Workforce

12:30-14:00: Lunch Break

14:00-15:30: Academic Session V Venue: AS4/03-28

Chair:
Harald CONRAD, Sasakawa Lecturer in Japan’s Economy and Management, School of East Asian Studies, University of Sheffield

Presenters:
Shiho NAKAMURA, Associate Professor, College of Business Administration, Ritsumeikan University, Osaka

A Longitudinal Study of Headquarter HRM Practices in Japanese MNCs

Hendrik MEYER-OHLE, Associate Professor, Department of Japanese Studies, National University of Singapore and Harald CONRAD, Sasakawa Lecturer in Japan’s Economy and Management, School of East Asian Studies, University of Sheffield

Building an International Human Resource Base: Japanese Multinationals and the Recruitment of Fresh Foreign Graduates for Tokyo

15:30-17:00: Coffee and Final Reflection Session Venue: AS4/03-28
Localization and its Implications for Subsidiary Performance: A Case of Japanese MNCs

It has long been argued that Japanese firms have an ethnocentric orientation with regard to staffing of foreign subsidiaries. Compared with their rivals from U.S. and Europe, they strongly prefer to fill key positions in foreign subsidiaries with Japanese expatriate managers. Recognizing the downside of an ethnocentric staffing orientation, Japanese firms have begun to change their staffing policies to better exploit talent of local managers. However, this raises a question: does localization really improve the performance of subsidiaries? Few studies have empirically examined the effect of localization. Thus, this study explores whether subsidiary performance increases by replacing Japanese expatriate managers with local managers.

Localization can have both positive and negative effects on subsidiary performance. Whether the positive effect outweighs the negative effect may depend on conditions under which subsidiaries operate. Thus, this study assumes a non-linear relationship between localization and subsidiary performance and focuses on moderators that strengthen a positive or negative effect of localization.

Using a panel dataset consisting of foreign subsidiaries owned by Japanese multinational corporations, the analysis finds that localization itself has a positive effect on subsidiary performance. Regarding interaction effects, it demonstrates that the relationship between localization and subsidiary performance is positively moderated by the degree of local managers’ competence. It also shows that in the case where host countries are economically less developed than the home country, the effect of localization is negatively moderated by difference in economic development between the host and home countries.

Naoki ANDO is a Professor of international business at the Faculty of Business Administration, Hosei University, Japan. He received his Ph.D. in Business Administration from Seoul National University, Korea. At Hosei University, his primary teaching assignments are in the areas of global business strategy and international business. His research interests lie in the areas of strategic management of MNCs, international HRM, and competitive strategies in emerging economies. He has published articles in journals such as Asia Pacific Journal of Management, Cross Cultural Management, Human Resource Management Journal, and International Journal of Human Resource Management.
“Chicken and Duck Talk”: Life and Death of Cross-cultural Training at a Japanese Manufacturing Plant in China

The paper examines the employees’ account of training. Trainings have often been depicted as a ‘win-win’ HR function: training improves employee skills and enhances employee commitment, which will convert to better individual performance and improved organisational outcomes. Research on training has so far focused on the management’s side and limited attention has been given to the trainees’ side of the story. This study is based on an intensive ethnographic case study of the introduction and terminations of an ‘entry-level training’ provided to all local employees in a Japanese manufacturing plant in China. The programme was launched as the management’s attempt to establish a unified corporate language, enhance employees’ corporate cultural awareness and facilitate distribution of work knowledge among the local workforce. The paper reports two cohorts of employees, both of whom have undertaken the same training programme. Through the lens of labour process theory, the paper explains the life and death the training programme as the result of a dyadic spill-over of workplace tension between classroom and the shop-floor. By extending our understanding of the social-political side of training, this paper offers a critique to existing literature that sees training as a ‘corrective’ to workplace problems.

Yu ZHENG (BSc Peking University; MA National University of Singapore; PhD University of London) is a Lecturer in Asian Business and International Human Resource Management at Royal Holloway, University of London. She has published a research monograph Managing Human Resources in China: The View from Inside MNCs with the Cambridge University Press. She has also published papers with academic journals such as the International Journal of HRM, Journal of Asia Pacific Management and International Journal of Entrepreneurial Behaviour & Research. Yu’s research interests include: multinational companies (MNCs) and cross-country transfer of employment practices, employment relations in global R&D centres in China, human resource management in the Japanese MNCs, and human resource management strategy and employment practices of Chinese MNCs. She is an active member of the Euro-Asia Management Studies Association and holds close research link with the National University of Singapore, Ritsumeikan University, Japan and School Business Economics and Law, Göteborg University, Sweden. Her research has been funded by the Sanwa Foundation and the Japan Foundation.
Academic Session II

How Egalitarian are Japanese Firms in India? A Case Study of Japanese Joint Ventures in India

Many cultural models claim that hierarchy is strong in Asian communities and this gets reflected in the business environment. But in aberration, Japan has promoted an egalitarian work culture in their factory system, resulting in incremental innovation, curtailing of waste and above all, a highly motivated human resource at work place. Today, the egalitarian environment promoted by Japanese management is considered an important link to creating a productive and efficient system. Economic liberalization in India opened doors to foreign investment, and the Indian government encouraged Japanese companies to invest in India. Among other things, Japanese human resource management was of great attraction because it embodied a disciplined, diligent and motivated workforce. Since liberalization policy was implemented in India, Japanese companies have been in operation in form of joint venture. The presentation will seek to understand how far Japanese joint ventures in India have been successful in promoting egalitarianism within their companies. Egalitarianism comes from following certain practices which serves to break barriers between supervisor and subordinates enabling creation of a conducive work environment. Encouraging inter and intra department communication; developing a sense of belongingness among shop floor workers; allowing a career track for a blue collar worker to move to white collar assignments/positions are some of the key issues. The presentation will show case Japanese joint ventures-Honda Seil (automobile), Kansai Nerolac (Paints) Denso Kriloskar (auto-parts). In so doing, the presentation will address the communication system, promotion system, training programmes and delve into how they work in India.

Srabani Roy CHOUDHURY is an Associate Professor in Japanese Studies, Centre for East Asian Studies, School of International Studies, Jawaharlal Nehru University. Recipient of Japan Foundation Fellowship 1996-1997 she was based at Tokyo University to complete her Ph.D field work. Her Ph.D was from Jawaharlal Nehru University, New Delhi. In January 2012, she was recipient of visiting scholar programme to Keizai Koho Centre, Ministry of Economics and Industry, Japan. Subsequently she spent May and June 2012 with Policy Research Institute, Ministry of Finance, Japan and worked on "Understanding the Impact of the Comprehensive Economic Partnership Agreement and the Ensuing Prospects for Japanese companies in India". In 2014, she was a visiting fellow at REIB Kobe University. Her research interest lies in the area of Japanese investment in India. She does field study on Japanese companies in India and has conducted study on same lines for ICRIER in 2008. Her recent publications are centered on Japan-India economic relations and Japanese Multinationals experiences in India, their entry strategies and their survival techniques Currently, she has been also working on identifying sectors for Japanese investment into India by conducting consumer surveys.
Passion Transfer across Borders: A Case of Japanese Multinationals

Passion is a valuable organizational asset, as it empowers those who feel it to strive for excellence and overcome performance barriers. Our empirical data, collected at the level of both the parent firm and its subsidiaries, show that leaders’ passion tends to be transferred more effectively to followers when it is based on the leaders’ self-transcendent rather than self-enhancing motivations; when leaders and followers engage in frequent communications; and when they see the organizational barriers between headquarters and subsidiaries to be low, although they tend to see the salience of the barriers in different ways.

Shige MAKINO is Professor of Management and the Director of the Centre for International Business Studies at the CUHK Business School in the Chinese University of Hong Kong. Shige has LLB and MBA degrees from Keio University, and PhD from Ivey School of Business, University of Western Ontario. His current research focuses on strategies and performance of multinational corporations. His research has appeared in a number of leading journals, including Academy of Management Journal, Journal of International Business Studies, Journal of Management Studies, Organization Science, and Strategic Management Journal. He is the former President of the Association of Japanese Business Studies and is a Fellow of the Academy of International Business (AIB Fellow). He has been serving as a senior editor of Global Strategy Journal and Oxford Research Review and as an editorial and advisory board member of fifteen international journals in total.
Regardless of the collapse of Lehman Brothers at the end of 2008, the demand for global human resources has been increasing rapidly. Japanese firms are expanding their overseas operations firstly in the Asian NIES and ASEAN especially after 1985 when Japanese yen was rapidly appreciated after the Plaza Accord, and secondly in China since 2000 and thirdly in other emerging Asian regions, such as Vietnam, Myanmar, and India, etc.

In this session, I want to 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.

Employment systems of Japanese enterprises have undergone significant changes and diversification. As the result, it is becoming less relevant to discuss HR policies across the board (without considering parameters such as core products and services that firms are offering, core markets that firms are targeting, etc.). The presentation discusses three patterns of employment systems emerging within large Japanese MNCs and their methods of coordination and unification of HRM practices between HQ in Japan and overseas subsidiaries. Such rough classification is based on relative competitive strength or weakness of the core products within international markets as well as the level of competitive and institutional pressures firms are facing; firms enjoying relative strength (e.g. automobile) try to diffuse Japanese work practices into overseas operations (Japanization). On the other hand, firms whose core products are relatively weak in international markets (e.g. pharmaceutical, securities) try to adopt global best practices and transform HRM practices at HQ level. Lastly there are firms not experiencing fierce international competitions because of local assets they hold within Japan and low international transferability of core products. These firms tend to maintain separate HRM practices between Japanese HQ and overseas subsidiaries. Thus implication on subsidiaries management is not straightforward.

Mari YAMAUCHI is Visiting Professor at Institute for Technology, Enterprise and Competitiveness, Doshisha University, Kyoto. She holds a Ph.D. in Business and Commerce from Keio University, Tokyo, and MSc in Comparative HRM and Employment Relations from London School of Economics (LSE) in London. Before starting academic activities, she worked for US, European and Japanese MNCs for almost 25 years, and from 2005 till 2011 she was Managing Director at UBS Japan responsible for Products and Services in WM. Her publications include Changing ‘Japanese’ Corporate Strategy: Analysis In the light of Complementarity between Management Strategy and HRM Strategy (co-author, Tōyō Keizai Shinpōsha, 2015), Japanese Employment Systems: Growing Divergence and Globalization (Keio University Press, 2013). The latter received two academic awards from Japan Institute for Labour Policy and Training (JILPT) and Japan Society of Human Resource Management (JSHRM).
Academic Session IV

Gracia LIU-FARRER – The Trials of Globalization: Employees' Experiences in Globalizing Japanese Firms

As a part of globalizing strategies, Japanese companies have been actively recruiting skilled foreign professionals. Yet, studies have shown that foreign employees’ difficulty in fitting into Japan’s organizational life has been an obstacle for Japan to attract and retain skilled professionals from overseas (Oishi 2012). This difficulty has to do with inter-cultural communications, a lack of institutional support and the gaps between foreign employees’ career expectations and what the firms seek from them (Oishi 2012, 守屋 2012). How should we understand these manifested difficulties among foreign employees? Equally importantly, how do the firms’ strategies to globalize the workforce affect the Japanese employees? Drawing on narratives obtained from both foreign and Japanese employees working for Japanese firms in Japan, this study investigates how employees experience and understand the changes globalization has brought on. It shows that the economic globalization is a trial for both foreign and Japanese employees. On the one hand, foreign employees confront cultural, logistic and organizational difficulties in the Japanese firms. On the other hand, the Japanese employees are struggling with the changing meanings of work, career and workplace in contemporary Japan. Both types of employees are grappling with the challenges and adjusting their expectations and practices accordingly.

Gracia LIU-FARRER is Professor of Sociology at the Graduate School of Asia-Pacific Studies, Waseda University, Japan. She holds a Ph.D. in sociology from the University of Chicago, and leads the Migration and Citizenship Research Group at Waseda Institute of Asia-Pacific Studies. Her research compares different immigrant groups’ economic, social and political incorporation in Japan, as well as examines the identity and belonging issues of Chinese immigrants in different ethno-national social contexts. She has also been investigating the recent migration of wealthy Chinese under the investor category. Her current research funded by JSPS is a sociological investigation of skilled immigrant employees’ workplace experiences and Japanese firms’ problems in incorporating these employees. She has authored the monograph Labor Migration from China to Japan: International Students, Transnational Migrants (Routledge, 2011) and many journal articles and book chapters in English, Chinese and Japanese.
Study Abroad Experiences and Career Paths of Japanese Workforce

Through the ‘Global Human Resources’ campaign by universities, government, and industry, Japanese youth are now encouraged to study abroad so that they can acquire the necessary skills and competencies for active engagement in the globalized work environment. However, the total landscape of their highly diversified study abroad experiences—from short term language training to a long term pursuit or a doctoral degree—has not been examined in depth with substantial evidence. Using a large scale online survey of more than 4,000 Japanese workforce with study abroad experiences led by Masahiro Yokota (Meiji University), we tried to identify the representative patterns of study abroad experiences and the career paths after study. Based on the analyses, the authors argue the existence of institutional segmentation in the linkage between study abroad experiences and career paths. We also identify the necessity for more tailored study abroad guidance based on a precise understanding of labor markets and career structures.

Akiyoshi YONEZAWA, Ph.D., is an associate professor at the Graduate School of International Development (GSID), Nagoya University. With a background in sociology, he mainly conducts research on comparative higher education policy, especially focusing on world-class universities, internationalization of higher education, and public–private relationships in higher education. Before moving to Nagoya University in 2010, he worked at Tohoku University, the National Institution for Academic Degrees and University Evaluation (NIAD-UE), Hiroshima University, OECD, and the University of Tokyo. He is currently serving as a board member of the Japan Society of Educational Sociology, Japan Association for Higher Education Research. He is also a co-editor of a new book series entitled Higher Education in Asia: Quality, Excellence and Governance from Springer. His publications include Yonezawa, A., Kitamura, Y., Meerman, A., Kuroda, K. (Eds.). 2014. Emerging International Dimensions in East Asian Higher Education. Springer.

Yukiko SHIMMI is an assistant professor and international education advisor at the Graduate School of Law, Hitotsubashi University in Tokyo, Japan. Yukiko received her Ph.D. degree in Higher Education at Boston College while working as a research assistant at CIHE. She earned her Masters’ degree in Educational Psychology at the University of Minnesota with a Fulbright Scholarship. She also holds a Bachelor of Arts in Human Relations from Keio University in Japan. Yukiko’s research focuses on international visiting scholars and their experiences in the United States. She also studies the impact of study abroad experiences on students. Yukiko’s articles, “The Decline of Japanese International Students” (issue #64, Summer 2011), “Should Japanese University Shift the Academic Calendar?” (issue #70, Winter 2013), and “International Visiting Scholars: Potential Resources through Brain-circulation and Internationalization” (issue #77, Fall 2014) were published in International Higher Education, issued by the Center for International Higher Education, Boston College.
The purpose of this study is to clarify the impact of the human resource management policies of corporate headquarters on the utilization of three types of international managers – namely, parent-country nationals (PCNs), host-country nationals (HCNs) and third-country nationals (TCNs). This paper drew particularly on case studies of four Japanese electronic and electrical industry companies. Unlike the three other case companies, Company G reduced the number of Japanese expatriates, while increasing host-country national presidents and third-country national employees. Of the human resource management methods adopted by corporate headquarters, we found that providing training and development to international managers is having an impact on changing how these human resources are utilized.

Shiho NAKAMURA is Associate Professor in College of Business Administration at Ritsumeikan University, Japan. She holds a Ph.D. in Business Administration from Kobe University, Japan. Before joining Ritsumeikan University in 2010, she worked at Nakamura Gakuen University from 2007 to 2009 and at Takamatsu University from 2004 to 2006. Her research focuses on HRM in Japanese MNCs, especially in Panasonic, Sharp, and some electronic and electrical industry companies. Her latest articles have appeared in The Open University of Japan and in Cyuo Keizaisha, Japan. Shiho was Visiting Researcher at University of Victoria, Canada in 2014.
Building an International Human Resource Base: Japanese Multinationals and the Recruitment of Fresh Foreign Graduates for Tokyo

Companies worldwide are striving for global human resource and talent management systems to support continuing internationalization. Here, Japanese companies recently have come up with a novel strategy that sees fresh graduates from universities overseas begin their careers in Japan. This presentation looks at this strategy and locates it within the debate on international human resource management. It then presents the results of empirical research with HR sections in Japan that was conducted to assess this new development at an early point in time. Findings suggest that the objectives of this strategy need to be carefully assessed. Where diversity is the objective, the attainment of this goal needs to compete with the strong adjustment pressures that young employees face in Japanese companies, with the fundamentals of Japanese management practices still being largely intact where training and socialization practices are concerned. Focussing on headquarters and not being integrated into comprehensive overall global human resource management strategies, it is argued that the new initiative can only contribute indirectly to solving the localization issues that Japanese companies face in their overseas subsidiaries.

Hendrik MEYER-OHLE is Associate Professor in the Department of Japanese Studies at the National University of Singapore. He studied Business Administration and Japanese Studies at the Philipps University Marburg where he also obtained his PhD with a thesis on the development of modern formats in Japanese retailing. Before joining NUS in 2000 he worked five years as a research fellow for the German Institute for Japanese Studies in Tokyo (DIJ). His publications include “Japanese Workplaces in Transition - Employee Perceptions” (Palgrave Macmillan 2009) “Innovation and Dynamics in Japanese Retailing - From Techniques to Formats to Systems”, (Palgrave Macmillan 2003) and “Corporate Strategies for Southeast Asia after the Crisis - A Comparison of Multinational Firms from Japan and Europe” (Editor with Jochen Legewie, Palgrave Macmillan 2003).

Harald CONRAD is Sasakawa Lecturer in Japan’s Economy and Management at the University of Sheffield’s School of East Asian Studies. He holds a Ph.D. in economics from Cologne University, Germany. Before joining the University of Sheffield in 2008, Harald spent 12 years in Japan working as a Research Fellow and Deputy Director of the German Institute for Japanese Studies (DIJ) and Associate Professor at Ritsumeikan Asia Pacific University. His research focuses on Japanese human resource management, social policy, the organization of markets and intercultural business negotiations. His latest journal articles have appeared in the Social Science Japan Journal, International Journal of Human Resource Management and Journal of Social Policy. From 2011-2014 Harald was co-editor of the academic journal Japan Forum.
Session Chairs

Alexander WOLLENBERG is currently Lecturer at Binus University, Binus Business School, in Jakarta, Indonesia. He holds a PhD from the Department of Japanese Studies at the National University of Singapore specialising in entry mode structures and process optimisation in subsidiaries of Japanese companies. Apart from his academic endeavours, he currently runs a consulting company in Singapore aimed at helping foreign SMEs structure market entries in ASEAN. His latest publications include articles in the International Journal of Innovation, Management, and Technology and a book titled *Entry Modes and Innovation: A Productivity Growth Perspective* (2014).

Natenapha WAILERDSAK (YABUSHITA) is Assistant Professor in Management at Thammasat Business School, and the Chair of the Japanese Studies Center, Institute of East Asian Studies, Thammasat University. She holds a Ph.D. in economics from the University of Tokyo, Japan. Before joining the Thammasat University in 2011, she worked three years as a Research Associate for the Institute of Oriental Culture, the University of Tokyo and spent three years as a Visiting Scholar at the Faculty of Economics, University of the Philippines. Her publications include "Managerial Careers in Thailand and Japan" (Silkworm Books 2005) *Business Groups and Family Businesses in Thailand: Before and After Asian Financial Crisis 1997* (BrandAgebooks 2006 in Thai) and *Japan's Labor Market and Human Resource Management in the Era of Aging Workforce* (Japanese Studies Center and Japan Foundation, forthcoming, in Thai). Her latest articles have appeared in *Asian Pacific Journal of Management*, *Oxford Handbook of Asian Business System*, *Oxford Handbook of Business Groups*. She is editor of *Japanese Studies Journal*, Thammasat University.

Carol HOOI is an Associate Professor of Human Resource Management and Organisational Behaviour at Nottingham University Business School, The University of Nottingham Malaysia Campus. She obtained a professional degree in Company Secretarial from the Institute of Chartered Secretaries and Administrators, U.K. and Master of Economics from the Graduate School of Economics, Wakayama University, Japan. She continued her postgraduate education at Osaka University where she studied International Public Policy (Comparative Public Policy). Her PhD in Business Administration (Human Capital Management) was awarded by St. Andrew's University whilst her PhD in Business Administration (Organisational Behaviour) was from International Islamic University Malaysia. She was offered the Japan Foundation Japanese Study Fellowship in 2005 and was a visiting scholar at Osaka University. She also lectured at the Asian Institute of Management (Manila) as a Visiting Professor. She is the author of *Human Capital Management Practices in Malaysia: Local and Foreign Perspectives; and Governance and Citizenship in Asia: Organisational Justice and Citizenship Behaviour in Malaysia*. She can be contacted at Carol.Hooi@nottingham.edu.my