



Introduction: learning from new contexts

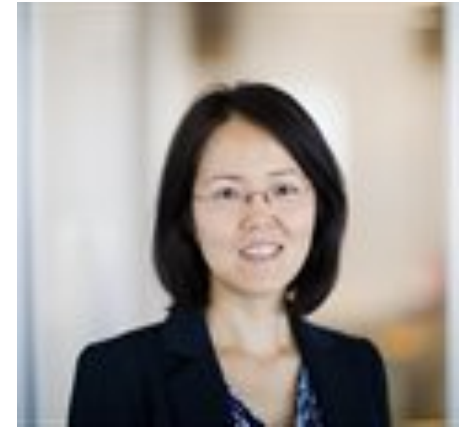
Professor Anne-Wil Harzing
Middlesex University
www.harzing.com

From Europe to Asia

- For the first 20 years of my career my main geographical focus has been on Western Europe and high-level comparisons between different country clusters
- Since 2013, much of my research has an East Asian focus. This change in geographical focus has led to a focus on:
 - **New phenomena:** non-Western context provides new ideas, Ex-HCNs, collaboration with Shea Fan (Nottingham University, Ningbo) Tine Koehler and Christina Cregan (University of Melbourne)
 - **Context dominance:** the importance of host country language skills in China, with Ling Zhang (King's College London)
 - **New theory & concepts:** Western concepts & theories might mean something else in the East, Japanese "ethnocentrism", with Katsu Yoshikawa and Hyun-Jun Lee, (London School of Economics)
 - **New methodological insights** in academic research evaluation. Thomson Reuters Essential Science Indicators cannot handle Asian names
 - **New phenomena and context dominance:** South-South and South-North innovation for Astra Zeneca in China (with Shasha Zhao & Marina Papanastasiou (MDX) and Hui Tan (Royal Holloway))



New Phenomena: Ex-host country nationals



- **Ex-host country nationals as expatriates in MNCs**
 - E.g. Ethnic Chinese born in the USA or Australia and expatriated to China
- Is their **shared ethnicity** an advantage or disadvantage?
 - Depends on whether the expatriate and host country employee share the same view on the importance of their ethnicity (**ethnic identity confirmation**)
- Shea Xuejiao Fan (xuejiao.fan@nottingham.edu.cn, University of Nottingham, Ningbo)
 - Fan, S.; Koeher, T.; Harzing, A.W.; Cregan, C. (2014) **Does it matter who I am? The role of ethnic identity confirmation in expatriates' knowledge acquisition**, paper presented at the 2014 annual meeting of the Academy of International Business, June 24-26, Vancouver, Canada.
 - Fan, S.; Koeher, T.; Harzing, A.W.; Cregan, C. (2015) **Insider Knowledge or Insider Liability? The Role of Ethnic Identity of Overseas Chinese Returnees**, paper presented at the 72nd Academy of Management annual meeting, August 7-11, Vancouver, Canada.
 - Fan, S.; Cregan, C.; Harzing, A.W.; Koehler, T. (R&R) **The benefits of being understood: The role of ethnic identity confirmation in expatriate-local employee interactions**, under 2nd R&R for Human Resource Management.

Context dominance: In defense of host country language

- **Workplace interaction across linguistic boundaries – why and how does host country language matter?**
- Ling Eleanor Zhang (ling.zhang@kcl.ac.uk, King's College London)
- Zhang, L. E. & Guttormsen, D. S. A. (2016) **Multiculturality' as a Key Methodological Challenge during In-depth Interviewing in International Business Research.** *Cross Cultural Strategic Management*, Volume 23 Issue 2.
- Zhang, L. E. & Peltokorpi, V. (2016) **Multifaceted Effects of Host Country Language Proficiency in Expatriate Cross-Cultural Adjustments: An Interview Study in China.** *The International Journal of Human Resource Management*.
- Zhang, L. E. & Harzing, A. W. (Forthcoming/under preparation) **Managing Expatriates in China: A Language and Culture Perspective on Expatriation Success.** London: Palgrave Macmillan.
- Zhang, L. E. & Harzing, A. W. (2016, under 2nd R&R) **From dilemmatic struggle to legitimized indifference: Expatriates' host country language learning and its impact on the expatriate-HCE relationship.** *Journal of World Business*



New theory & concepts: When Ethnocentrism is rational



- Asian MNEs frequently use PCN expatriates in key positions of subsidiaries
 - Often seen as "less-developed practice" and emotional resistance to localisation
- It can be a rational/pragmatic choice for MNEs from home countries with high contextuality in communication and low English language proficiency
 - PCNs bridge communication between HQs and subsidiaries
- Does a lack of familiarity with Asian societal context among Western researchers result in an attribution error?
- Katsuhiko Yoshikawa (yoshikaw@lse.ac.uk, LSE)
 - Sasaki, I. & Yoshikawa, K. (2014) **Going beyond national cultures – Dynamic interaction between intra-national, regional, and organizational realities**, *Journal of World Business*, Vol. 49, No. 3, pp. 455-464.
 - Yoshikawa, K. and Lee, H. (2014) **Expatriate top management and employee turnover in MNE subsidiaries: Evidence from firms operating in China**, paper Presented at the European International Business Academy Conference, 13th December 2014, Uppsara, Sweden.
 - Yoshikawa, K. and Lee, H. (2015) **Won't globalise or can't globalise? Rethinking Japanese MNEs' ethnocentric staffing practices**, paper presented at the Association of Japanese Business Studies Conference, 26th June 2015, Bengaluru, India

New Methodological Challenges in Academic Evaluation



- Thomson Reuters Essential Science Indicators list the top 1% most cited academics in the world
- Out of the top 100 most productive academics:
 - 68 are Chinese, 24 Korean, with the remaining 8 Indian or Japanese
 - Half are called Wang, Zhang, Li, Kim, or Lee
 - On average they publish 3 papers per day [yes per **DAY!!**]
 - #1 Y Wang publishes 9 papers a day in >100 disciplines and is affiliated with >500 universities in nearly 100 countries
- Smell a rat?
 - Thomson Reuters can't tell one Asian from another
 - Nearly all Asian names on their list are composites of multiple (sometimes thousands) academics
 - Thomson Reuters has a Science-based, Anglophone view of the world and American and European information systems are lagging behind in the Asian century
- Further reading
 - Harzing, A.W. (2015) **Health warning: Might contain multiple personalities. The problem of homonyms in Thomson Reuters Essential Science Indicators**, *Scientometrics*, vol. 105, no. 3, pp. 2259-2270. [Press coverage in [The Times](#) and the [Times Higher Education](#)].
 - Harzing, A.W. (2013) **Document categories in the ISI Web of Knowledge: Misunderstanding the Social Sciences?**, *Scientometrics*, vol. 93, no. 1, pp. 23-34.

New phenomena and context dominance: Innovation from emerging economies



- Knowledge sourcing from emerging economies is a 'latest' trend
- Are we seeing an evolutionary pattern ('North to North', 'North to South', 'South to South', and 'South to North')?
- AstraZeneca China between 1993 and 2014
- Conferences:
 - Zhao, S., Tan, H., Papanastassiou, M. (2015) **The internationalisation of innovation to China: the case of AstraZeneca PLC**. In: Academy of International Business 42nd UKI Chapter Conference Proceedings. Manchester Metropolitan University Business School. ISBN 978-1-910029-09-1
 - Zhao, S., Tan, H., Papanastasiou, M., Harzing, A.W. (2016) **From innovation transfer to emerging economies to innovation sourcing from emerging economies: the historical evolution of a global pharmaceutical corporation in China (1993-2014)**. In: Academy of International Business 43rd UKI Chapter Conference Proceedings. Birkbeck College, University of London.