



Japanese Multinationals Abroad: Individual and Organizational Learning (Japan Business and Economics Series)

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A defining feature of Japan's emergence as a global economic superpower has been Japanese firms' establishment of thousands of affiliate operations in North America, Europe, and Asia. Despite the tremendous importance of this development, there have been surprisingly few articles published on the management of Japanese operations abroad, and even fewer attempts to collect and make sense of this scholarship.

Schon Beechler and Allan Bird remedy this situation with *Japanese Multinationals Abroad: Individual and Organizational Learning*, a unique collection of essays from an international and interdisciplinary group of scholars. The book opens with an introduction by the editors, followed by a chapter analyzing the evolution of research on multinational enterprises in general and on Japanese multinational corporations in particular.

The remainder of the book is divided into three sections. In the first section the contributors address the impact of Japanese management practices on individuals and groups, analyzing the interactions between Japanese expatriates and local employees that lead to negotiated "third cultures." The second section shifts to the business unit level, examining the ways in which Japanese firms attempt to transfer or substantially modify home country management philosophies, policies, and practices to fit the local affiliate. The final section, focused on the corporate level, deals with the impact of subsidiary management activities on the organization as a whole. The contributors address various aspects of organizational learning related to the transfer of managerial knowledge from subsidiary to parent or from one overseas affiliate to another.

Japanese Multinationals Abroad: Individual and Organizational Learning addresses a set of issues that are critical for both international business researchers and practicing managers. It not only provides an integrated picture of how Japanese employees and organizations learn to adapt and prosper, it presents an clear lessons for all multinational corporations, regardless of their national origins.

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