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慶應義塾大学大学院経営管理研究科修士課程

学位論文（ 2022 年度）

論文題名

Research on knowledge transfer between expatriates and host-country nationals
within MNC subsidiary

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論文要旨

所属ゼミ	浅川 研究会	氏名	齋藤 亮太
(論文題名) Research on knowledge transfer between expatriates and host-country nationals within MNC subsidiary			
(内容の要旨) This research aims to investigate “how effective knowledge transfer between expatriates and host-country nationals (HCNs) within a foreign subsidiary of a multinational corporation can be achieved”. Knowledge is seen as a critical strategic resource to establish a firm’s sustainable competitive advantage (Fang et al., 2010), and it is an important topic for multinational corporations (MNCs), whose advantage is derived from their knowledge sources dispersed across the world, to transfer and exploit it within MNCs. This research focuses on the two main individuals of knowledge transfer within a foreign subsidiary, which are expatriates and HCNs, because, while prior studies in this field have extensively researched mechanisms on knowledge transfer between the collective units such as a company’s headquarters and its foreign subsidiaries, the individual-level research has been underdeveloped. In addition, my personal struggling experience in knowledge transfer to HCNs during assignment as an expatriate also underlies my motivation for this research. Through in-depth interviews with expatriates and HCNs engaged in product development for the local market at a foreign subsidiary of a Japanese food multinational company, three key factors, a trustful relationship, motivation, and capabilities are identified and, moreover, scrutinized from the perspective of how they are formed or explained in the context of knowledge transfer between expatriates and HCNs. Following careful analysis, this research concludes that, although knowledge transfer between expatriates and HCNs is an individual-level and interpersonal activity by two actors and therefore often thought to be attributed to the individual’s responsibility and extremely depend on their effort, MNCs should recognize it as a part of managerial issues and need adequate consideration, particularly in terms of international human resource management and organizational support. To the end of this research, some practical suggestions based on the findings and indications from this research are made for practitioners engaged in knowledge transfer within a foreign subsidiary of MNCs.			