

Mobility and the future of mobility

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Assignments:

- 1) Describe the different types of human resources MNEs get access to (think along the two access Internal vs. external and local vs. global) based on Makkela et al (2009)¹

	Local	Global
Internal	Local-Internal	Global-Internal
External	Local-External	Global-External

Figure 1. Four archetypes of subsidiary staffing within the MNC.

Reflect on what type of knowledge the MNEs are getting with each of the staffing archetypes (quadrants)? Is it more in-depth knowledge of the firm, is it the knowledge of the local market, both or none?

- 2) Explain and discuss how mobility has changed over time based on Caligiuri and Bonache (2016)² and Shaffer et al. (2012).³

¹ Mäkelä, K., Björkman, I., & Ehrnrooth, M. (2009). MNC subsidiary staffing architecture: building human and social capital within the organisation. *The International Journal of Human Resource Management*, 20(6), 1273-1290.

² Caligiuri, P., & Bonache, J. (2016). Evolving and enduring challenges in global mobility. *Journal of World Business*, 51(1), 127-141.

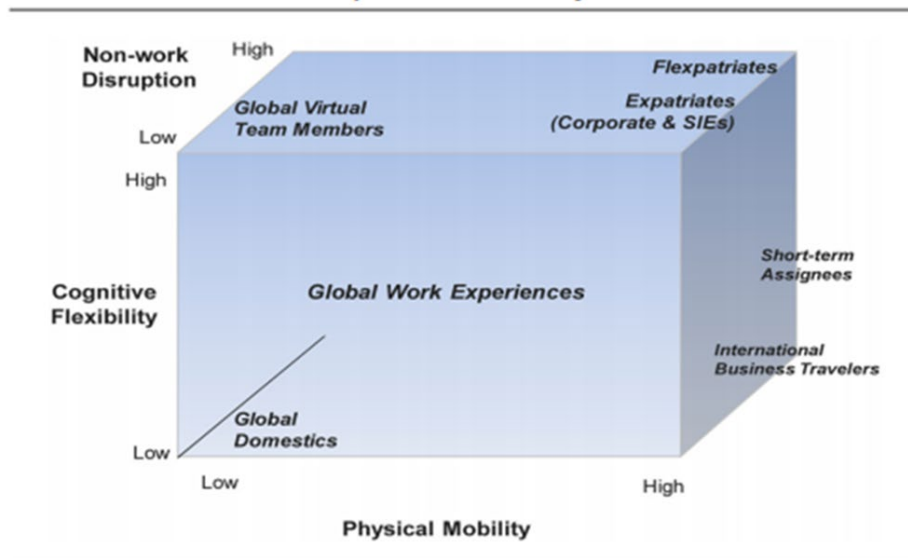
³ Shaffer, M. A., Kraimer, M. L., Chen, Y. P., & Bolino, M. C. (2012). Choices, challenges, and career consequences of global work experiences: A review and future agenda. *Journal of Management*, 38(4), 1282-1327.

Table 1
Evolution of trends in global mobility.

	Traditional approach (1960s to the late-1980s)	Modern approach (1990s to Present)
Changes in the strategic deployment of expatriates		
Reasons for expatriation	<ul style="list-style-type: none"> • Control of subsidiaries • Fill skill gaps unavailable in host countries 	<ul style="list-style-type: none"> • Knowledge transfer around MNC • Professional development of global leaders
Typical mobility flow	<ul style="list-style-type: none"> • One directional flow from headquarters to subsidiaries • Mostly from large US, European, and Japanese headquarters 	<ul style="list-style-type: none"> • Mobility in all directions (e.g., lateral moves, reverse expatriations) • MNCs from emerging market and developing countries
Dominant perspective	<ul style="list-style-type: none"> • Headquarters' perspective was dominant 	<ul style="list-style-type: none"> • Multiple perspectives (headquarters, regional, local) are considered
Changes in assignment types		
Duration of assignments	<ul style="list-style-type: none"> • Relatively long assignments (two to four-year period) 	<ul style="list-style-type: none"> • More traveling and short-term assignments
Employment modes	<ul style="list-style-type: none"> • Relational contracts 	<ul style="list-style-type: none"> • Relational and transactional contracts
Initiating the global experience	<ul style="list-style-type: none"> • The company requests employees to relocate 	<ul style="list-style-type: none"> • The company posts open requisitions for international assignments • The employees request opportunities for international assignments
Changes in the profile of expatriates		
Gender	<ul style="list-style-type: none"> • Male executives 	<ul style="list-style-type: none"> • More female expatriates
Age and level	<ul style="list-style-type: none"> • Middle-aged • Senior level managers and executives 	<ul style="list-style-type: none"> • All ages • From all levels in the organization
Other	<ul style="list-style-type: none"> • Single-income families • Non-working spouse 	<ul style="list-style-type: none"> • Dual career couples • Elderly parents • Non-traditional families

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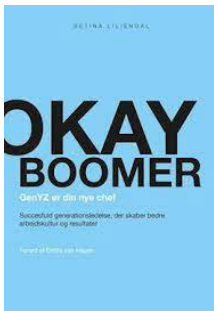
Figure 2
Taxonomy of Global Work Experiences



Do you remember how COVID-19 pandemic did affect the mobility of employees in MNEs?

Before you start filling in the survey, please listen to a short recording I made for you on the topic with Bettina who is an author of a book on generational changes in workplace. You find the recording here:

<https://youtu.be/40SlcXY04uc>.



3) Fill in the survey about your future job wishes:

<https://www.survey-xact.dk/LinkCollector?key=HFVJ6SDSL191>

For solutions to the assignment questions, please reach out: aun@business.aau.dk