

JOURNAL OF ASIAN BUSINESS

Volume 11 · Number 3 · 1995

ARTICLES

Focus On Research in Asian Managers' Careers: A Multi-disciplinary, Multi-national Project

A Model of Organizational Careers in National Contexts

CHERLYN SKROMME GRANROSE

This paper outlines a model of careers in organizations as applied specifically to cross-cultural settings. It includes national, organizational, and individual level constructs as predictors and outcomes of internal and external careers. Definitions of key constructs and relationships which might apply to cross-cultural careers are discussed.

Career Planning and Development for Hong Kong Chinese Managers

IRENE HAU-SIU CHOW

In this study, the careers of seventy-one Hong Kong Chinese middle managers from both public and private sectors were explored. Career determinants were analyzed at three levels, namely: (1) external environmental factors, such as political and economic situation and job opportunities, (2) organizational factors, such as types of human resource practices, and (3) individual factors including demographic, occupational aspirations, expectations, commitment, and job satisfaction. Views from both line managers and human resource managers were sought. Implications for career and management development were provided.

Career Planning and Development of Managers in Taiwan

TAI-KUANG PENG

This article explores organizational career management practices and managers' career planning patterns in Taiwan. The general development of career perceptions in a country has much to do with its cultural, societal, and historical background. Therefore, we need to identify those contextual factors which affect the career decisions of Taiwanese managers. Using related studies, published statistics, and interviews of 120 managers in seven organizations, this article creates a picture of careers of the managerial workforce in Taiwan. The interviewed respondents' answers describe the career beliefs, strategies, and career path norms of individual managers participating in the study, as well as those of their employing organizations. Also noted are differences between respondents working for U.S. and Taiwanese firms.

Development of Managers Employed in Japanese Firms and in U.S. Subsidiaries in Japan

MASEO BABA, CHERLYN SKROMME GRANROSE, AND ALLAN BIRD

The social, economic, political, and organizational factors influencing Japanese managerial careers provide a cultural context for describing career patterns of Japanese managers in the early 1990's. Most Japanese managers employed in Japanese firms reported traditional external career patterns - employment in a single organization with multiple lateral transfers and two or three promotions. Japanese employees of U.S. firms operating in Japan reported more promotions, fewer lateral transfers and employment in two or more firms. Depending upon whether they were employed by U.S. or Japanese firms, Japanese managers reported similar career goals but different career tactics and satisfaction with different aspects of their organizations.