

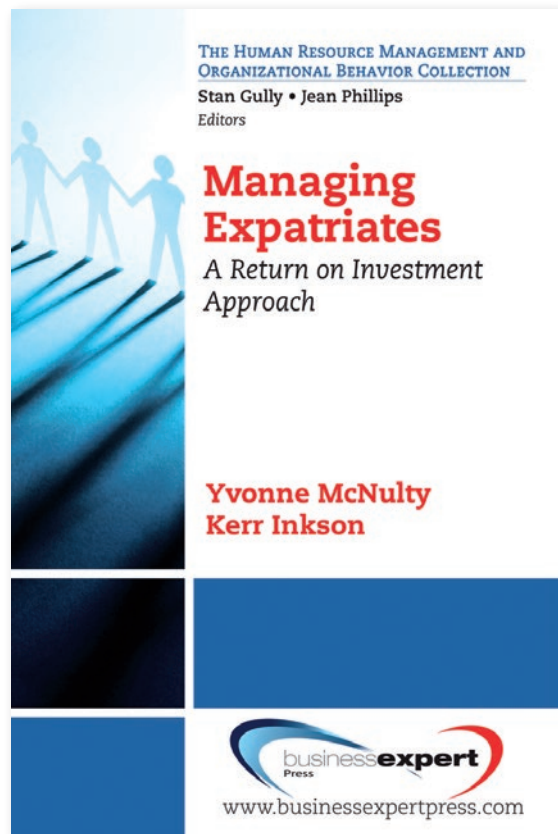
# Managing Expatriates: A Return on Investment Approach

by Yvonne McNulty and Kerr Inkson

Business Expert Press (New York), 234 pages **Publication Date:** 15 July 2013

**PRINT**  
US\$43.95

**e-BOOK**  
US\$19.95



## Expatriation is a big topic, and getting bigger.

Tens of billions of dollars are spent annually by organizations to move expatriates around the world. Yet, year-on-year, companies struggle to manage, and improve, the return from these expensive employees. This book shows that the problem overwhelmingly lies in poor management of expatriates, caused by a short-term profit-driven focus, inadequate strategic practices, and misunderstandings about international careers and the global war for talent.

To address this gap, McNulty and Inkson focus the concept of RETURN ON INVESTMENT (ROI) – both *corporate ROI* and the *individual ROI* expectations

of expatriates themselves – and explain how to use an ROI approach to manage expatriates for superior results.

Drawing on more than a decade of their own expertise, consulting, research, and publications in top journals, the authors replace the traditional model of expatriation with a new model. Instead of looking at activities and work management, they focus on results and people management, providing extensive best practice and case studies about managing expatriates, along with key trends, future projections, and a practical insiders' guide to new ways of managing global mobility.

## This book is written for:

- Line and HR managers responsible for global staffing and expatriation, managers who manage expatriates, and other executives.
- Expatriates and potential expatriates including graduate and MBA students seeking new insights about their organizations' strategies and practices, their personal and family welfare, and career paths.
- International staffing consultants and recruiters.
- An excellent supplementary text for MBA courses in international management and HRM.

“A book about expatriate ROI has been needed for a long time. At last, McNulty and Inkson - experts with a genuinely global background and extensive experience - tackle this important topic with an impressive array of research and practical insight not just to measure the return on investment, but to also manage expatriates in new and innovative ways. This is a ground-breaking book, essential for anyone researching expatriates or looking to improve their global mobility practice.”

-- **Duncan Micallef**,  
Vice President Compensation & Benefits,  
Asia, Middle East & Africa at PEPSICO

available at these online booksellers



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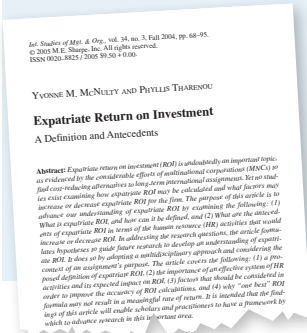
## About the Authors



### Yvonne McNulty, Ph.D.

is a leading authority on expatriate ROI and an academic expert in the field of expatriation. Her 2004 article defining 'expatriate return on investment' is considered the seminal article on ROI in the management discipline and widely cited for breaking new ground, having won 'best paper' at the Academy of Management. In 2010 Yvonne's doctoral thesis on expatriate ROI won two 'Best Doctoral Dissertation' awards including ANZAM's best doctoral thesis in Australia and New Zealand. A frequent contributor to major international consultancies such as Deloitte, Brookfield, ERC, and

Cartus, Yvonne's research has been featured in The New York Times, Economist Intelligence Unit, International Herald Tribune, The Financial Times, and China Daily, among others. An Australian, she has held academic appointments in Philadelphia, Singapore, and Shanghai, and published more than 35 refereed articles and proceedings including in the 50th Anniversary Focus Issue of *Management International Review*, *Journal of World Business*, *Cross Cultural Management*, *International Journal of Human Resource Management*, and *Human Resource Development International*.



### Kerr Inkson, Ph.D.

is Emeritus Professor at The University of Auckland Business School, New Zealand. During a 47-year academic career in UK, USA, and New Zealand he has focused his research on careers, particularly international mobility. In 1997 his research on new forms of expatriation won him the Academy of Management award for the year's best international paper. Kerr has published 75

refereed journal articles, 55 book chapters, and 16 books. His books include *Theory K* (1986), the best-selling management book in New Zealand's history; *Understanding Careers* (2007), a highly-praised standard text of career studies; and *Cultural Intelligence*, a practical guide to cross-cultural international management, now in its second (2009) edition.



“Drawing on a decade of research, McNulty and Inkson have produced the authoritative guide to measuring expatriate ROI. This book offers the potential to strategically reposition the global mobility function and to demonstrate the value added by international assignments in the contemporary MNC. It is likely to quickly establish itself as the definitive book on expatriate ROI and is a must for the bookshelf of any global mobility professional.”

### -- Professor David Collings

Dublin City University Business School, Ireland, and author of *Global Staffing*

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