

## Accepted Manuscript

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through Expatriation

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PII: S0022-1996(18)30080-1  
DOI: [doi:10.1016/j.jinteco.2018.04.006](https://doi.org/10.1016/j.jinteco.2018.04.006)  
Reference: INEC 3133

To appear in:

Received date: 16 July 2014  
Revised date: 28 March 2018  
Accepted date: 23 April 2018

Please cite this article as: Jaehan Cho , Knowledge Transfer to Foreign Affiliates of Multinationals through Expatriation. The address for the corresponding author was captured as affiliation for all authors. Please check if appropriate. *Inec*(2018), doi:[10.1016/j.jinteco.2018.04.006](https://doi.org/10.1016/j.jinteco.2018.04.006)

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# Knowledge Transfer to Foreign Affiliates of Multinationals through Expatriation

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March 2018

## Abstract

This paper provides empirical evidence of the prevalence and importance of manager transfers to affiliates of multinational corporations (MNCs). Using a unique data set on foreign affiliates of Korean MNCs, I find that most foreign affiliates have managers transferred from their parent companies. These transferred managers at first comprise a significant portion of the managerial positions at foreign affiliates, but gradually become outnumbered by local managers as the affiliates grow. Despite the transferred managers being comparatively few in number, they are positively associated with the growth of the affiliates' productivity. The empirical findings provide evidence that knowledge transfers stemming from the transfer of managers from the parent to foreign affiliates are a source of benefit to foreign affiliates.

**Keywords:** Multinational Corporations, Manager Transfers, Knowledge Transfer

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