

Chapter 9 Outline

Hotel Openings for Expatriates
Local Versus Expatriate Hiring
 Selecting Managers for the Hotel
 Abroad
 Skills Transfer
 Work Visa and Immigration
 Restrictions
 Expatriates in Asia
 The Cost of Expatriate Employment
 Hiring the Local National
 Regional Hospitality Education and
 Training
Expatriate Manager Selection
 The High Cost of Personnel Mistakes
 The Many Hats of an Expatriate
 Manager
 Evaluating Candidates for Foreign
 Assignments
 Expatriate Acculturation
The Expatriate Manager's Contract
Pre-Departure Training
 Designing Pre-Departure Training
 Programs
 Pre-Departure Training Options
Health Considerations
Other Pre-Departure Activities
Culture Shock
Excessive Acculturation
Repatriation
 Reverse Culture Shock and
 Readjustment
 Minimizing Repatriation Difficulties

Competencies

1. Explain how hotel companies decide which positions should be filled with expatriates versus those which are to be filled with foreign nationals. (pp. 267–277)
2. Describe how managers are selected for expatriate positions and what roles they are expected to play. (pp. 277–281)
3. Explain how a contract and pre-departure training can help ensure expatriate success in the field. (pp. 281–289)
4. Identify ways to prepare for such challenges as health considerations, departure preparation, culture shock, and excessive acculturation. (pp. 289–291)
5. Describe how expatriates can be successfully brought back home and how they can make the transition from expatriate to transnational manager. (pp. 291–293)