

Som-Lalit Institute of Management Studies

Subject: International Business

Subject Code: 4539281

Author: Dr. Twinkle Trivedi

Crossing Borders: The Journey of an Expat Manager

Topic: IHRM, Expatriate

Rajesh* had always dreamed of taking his career to new heights. As a seasoned manager in an Indian multinational corporation, he had honed his skills and expertise in managing diverse teams and navigating complex business environments. So, when the opportunity arose for him to become an expatriate manager in a leading German company, he seized it with enthusiasm. With his bags packed and excitement pulsating through his veins, Rajesh boarded the flight to Germany, ready to embark on a new chapter in his professional journey. Little did he know, however, that the road ahead would be fraught with challenges and lessons to be learned. Arriving in Germany, Rajesh was immediately struck by the stark differences in culture and work practices. Gone were the bustling streets of Mumbai, replaced by the orderly efficiency of German cities. As he stepped into his new office at XYZ, Rajesh felt a mixture of excitement and trepidation. Would he be able to adapt to this new environment? Could he effectively lead a team of German professionals?

The initial days were a whirlwind of cultural immersion for Rajesh. From deciphering the nuances of the German language to understanding the subtle cues of communication, he found himself navigating unfamiliar territory at every turn. Gone were the days of hierarchical structures and indirect communication; in Germany, transparency and directness were the norm. Despite the challenges, Rajesh remained determined to succeed. He immersed himself in learning the intricacies of German business etiquette, seeking guidance from his local colleagues and mentors. Through perseverance and a willingness to embrace cultural differences, Rajesh slowly began to find his footing in the new workplace. However, the journey was not without its setbacks. Rajesh encountered resistance from some team members who were skeptical of his leadership style and cultural background. He realized that building trust and rapport would take time and patience, requiring him to demonstrate his capabilities and commitment to the team.

As months turned into years, Rajesh's perseverance paid off. He earned the respect and admiration of his German colleagues, proving himself as a capable leader who could bridge the gap between cultures. His experience as an expatriate manager had not only expanded his professional horizons but also enriched his personal growth, leaving an indelible mark on his journey as a global citizen. His story serves as inspiration for aspiring expatriate managers,

emphasizing the importance of thorough preparation, training, and development. It highlights the significance of equipping oneself with the necessary skills and cultural awareness before embarking on a journey to work in a foreign environment.

*This is a fictitious name for the sake of this caselet.

Questions:

Q.1. Discuss various problems faced by expats in international assignments

Q.2. What simple ways can enhance expats' experience working in a different culture?

Q.3. How is training different for expat managers compared to local managers?

Q.4. How are expat managers usually compensated? Discuss key aspects of Expatriates' compensation.

Som-Lalit Institute of Management Studies

Subject: International Business

Subject Code: 4539281

Author: Dr. Twinkle Trivedi

Global Expansion Strategies: Modes of Entry for Naturale Glow's Organic Skincare Business

Naturale Glow* Company had built a successful organic skincare business in India, and they were thinking about expanding globally. They had done some research and found that people in the United States, United Kingdom, and United Arab Emirates really liked natural products like theirs. But, figuring out how to enter these markets was tough. Exporting their products to the US and UK seemed like a good idea because lots of people there wanted what they were selling. But, it could be tricky with shipping costs and rules about trade. Another option was to let other companies in those countries use their brand and technology. This could have gotten them into the market faster, but they might have lost control over how their products were made and how people saw their brand. They were also thinking about teaming up with local partners in each country. This way, they could have benefited from their know-how and shared the risks and rewards. But, finding partners who shared their values wasn't easy. Making the right choice then would have helped the company succeed worldwide.

*This is a fictitious company for the sake of this caselet.

Q.1. How did Naturale Glow Company pinpoint the target international markets for their organic skincare products, and what factors influenced their decision-making process? Before selecting any country to do business with, which information is scanned by managers?

Q.2. What were the potential benefits and challenges associated with each mode of international entry considered by XYZ Company, including exporting, licensing, and forming joint ventures? Provide an overview of the advantages and drawbacks of each approach.