

Expatriate

Business



**ASSIGN
BUSTER**

Why do you think John Ross ' prior expatriate experience failed to prepare him for the task of managing CO China? I consider that John Ross prior experience may failed in China because the Asian culture differed a lot from Mexico and Hungarian culture and he did not have a cultural training for Salsa markets. If you are assigned to work overseas you need training In the culture of the place where you are going. In his previous experience, Ross probably did not face the difficulty of having to consult tit partners from the other country.

For example, Ross wanted to cut the workforce but Co's partners objected. I also think that Ross was not prepared for the low skill level of the Chinese workforce. He did not take In consideration that he would need to keep training the employees continually to Improve productively. Ross was not aware that CO China was not using the latest developments In manufacturing technology In their operation. It Is also clear that the goals set by co America were not the same as those of CO China.

The goal of CO America was to maximize profits while CO Chinese sought to maximize employment opportunities.

2. What does the experience of CO with American expatriates tell you about the problem of working abroad and about the difficulties using home-country employees to transfer valuable knowledge with a multinational firm ? CO US did a poor job in selecting the employees that were sent to China. The HRS division should have looked for employees who showed better expatriate adaptability and better skills to transmit heir knowledge to foreigners.

In this case it is clear that lack of communication skills and failure to adapt to the Chinese environment doomed this effort. 3.

In order to transfer knowledge, why was it apparently more effective to take Chinese employees to the United States, and then transfer them back home, than it was to use U. S. Expatriates? They definitely did a better selection in this case, and they were able to choose the employees that were more motivated to obtain and transfer the knowledge to their coworkers. There was no barrier to communication and the transmission of knowledge to coworkers was facilitated. .

How might CO ' s performance appraisal system be adjusted so that Ross gets credit , if it is deserved, for the difficult work that he is doing in China, work that is not reflected in level of performance at CO China that matches Co's operations elsewhere ? I think the goals should be set differently, according to the particular circumstances in each the subsidiaries. They mentioned in the article that the corporate goal is a 20% return. They should definitely reevaluate this goal in the China subsidiary, because of the multiple challenges it faces.

When evaluating the efforts of a general manager, the full scope of challenges faced and outcomes achieved must be assessed. Focus exclusively on investment returns is not the proper way to evaluate performance. CO US should diversify evaluation criteria for new markets to consider improved technology, improved inventory and improved productivity.

By diplomats culture and he did not have a cultural training for Asian markets. If you are assigned to work overseas you need training in the culture of the place where you are going. In level of the Chinese workforce.

He did not take in consideration that he would need to keep training the employees continually to improve productivity. Ross was not aware that CO China was not using the latest developments in manufacturing technology in their operation. It is also clear that the goals set by CO America were knowledge with a multinational firm ? CO US did a poor job in selecting the for the difficult work that he is doing in China, work that is not reflected in level of oils should be set differently, according to the particularly circumstances in each the subsidiaries.

They mentioned in the article that the corporate goal is a 20% return. They should definitely reevaluate this goal in the China subsidiary, because of the multiple challenges it faces. When evaluating the efforts of a general manager, exclusively on investment returns is not the proper way to evaluate performance. CO US should diversify evaluation criteria for new markets to consider improved technology, improved inventory and improved productivity.