

# **Expatriate Management: What Constitutes Success or Failure of Expatriates**

**Final year project report submitted in partial fulfillment of the requirement for the award of the degree of**

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## DECLARATION

This is to certify that the dissertation title “Expatriate Management: What Constitutes Success or Failure of Expatriates” is a project carried out by me Anusha Thakur, a student of MBA International Business Management, University of Petroleum and Energy Studies and is submitted in fulfillment of my dissertation project which is essential for the award of the Master’s Degree in Business Administration from the University of Petroleum and Energy Studies. This report has not been submitted earlier in the company/University or any other Company/University/ Institution and is an original work of the student.

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## CERTIFICATE

This is to certify that the dissertation report on “Expatriate Management: What Constitutes Success or Failure of Expatriates” has been completed and submitted to University of Petroleum and Energy Studies, Dehradun by Miss. Anusha Thakur in partial fulfillment of the requirement for the award of degree of MASTER OF BUSSINESS ADMINISTRATION (International Business Management), 2012-2014 is a bonafide work carried out by him under my supervision and guidance.

To the best of my knowledge and belief the work has been based on investigation made, data collected and analyzed by him and this work has not been submitted anywhere else for any other university or institution for the award of any degree/diploma.

Date:



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## Abstract

Culture consists of patterns of behaviors that are acquired and transmitted by symbols over time, which become generally shared within a group and are communicated to new members of the group in order to serve as a cognitive guide or blueprint for future actions. This indicates that people across different cultures have different patterns of beliefs, and behavior of viewing the world. Furthermore, cross cultural problems can arise when a person one cultural background interacts with the person from another cultural background. Culture has also have had great influence on peoples' motivations, approach and behavior to work and thereby, making it essential for the expatriate employees to learn about the culture of his/her host country in future to perform effectively & efficiently and further create profit for the company. Additionally, there are several differences between cultures and for the training of expatriates, wherein researchers have developed varied models on how to group varied cultures. The report also presents the issues of cultural differences both for training and educational and purposes.



## Introduction

With the increase in the globalization, companies are facing several challenges in order to stay competitive and to adjust to the fluctuating global market. The continuing globalization is letting the companies expand their organizations across the borders of the several countries and thereby creating new business units in multicultural settings. The companies have moved to become multicultural and multinational over the past few decades. Culture consists of patterns of behaviors that are acquired and transmitted by symbols over time, which become generally shared within a group and are communicated to new members of the group in order to serve as a cognitive guide or blueprint for future actions. (Mendenhall, 1990, page 120). This indicates that people across different cultures have different patterns of beliefs, and behavior of viewing the world. Furthermore, cross cultural problems can arise when a person one cultural background interacts with the person from another cultural background. What are more important is cultures not being bounded to the country but also its existence across countries with multiple cultures within a country. (Jacob N. , 2005, Page 515). These issues could very well be connected to the problems an employee could face while relocating to other country for working as an expatriate. Culture has a broader influence on countries in several ways. The growing communication occurring between the parent company as well as the companies established in other cultures has led to the increase in the importance of the culture in the business environment. The global competitive advantage for the MNCs can thereby be achieved with the proper knowledge of the ways to handle cross-cultural interactions. The employees being given the chance of interacting properly could also pose to be an incentive for providing the employees with the cross cultural training (Selmer, (2001):6). The employees might not have the idea of the fact that the expatriates encounter the feelings of a culture when their ways of interaction are challenging in the new environment. This is the reason, cross cultural training is an important tool for helping the employees understand the differences and further help them for avoiding the unsuitable actions and also in misinterpreting others.

## Literature Survey

### 1.1. Grouping cultures

At present, more companies are spreading their business units throughout the world by the expansion of networks globally and further, opening new departments in several countries. This further led to the opening of door for the need of new type of employees, “the expatriates”. Culture has also have had great influence on peoples’ motivations, approach and behavior to work and thereby, making it essential for the expatriate employees to learn about the culture of his/her host country in future to perform effectively & efficiently and further create profit for the company. Additionally, there are several differences between cultures and for the training of expatriates, wherein researchers have developed varied models on how to group varied cultures. The report also presents the issues of cultural differences both for training and educational and purposes.

### 1.2. Trompenaars Model

In 1950s, Fiedler had developed a category of people for either preferring relationship-oriented or task-oriented leadership styles. Trompenaars had thereafter made use of Fiedler’s two categories and also applied it for categorizing different countries. (Jacob) As Trompenaars made use of another person’s research meant for other purposes, his model of grouping cultures can seem to be limited. Fiedler’s data as compared to Hofstede was collected and further processed a long time ago, which posed a problem of cultural changes. The seven dimensions of culture are as follows:

- Achievement vs ascription
- Universalism vs particularism
- Individualism vs collectivism
- Neutral vs affective
- Inner-directed vs outer-directed
- Sequential vs synchronous
- Specific vs diffuse

### 1.3. Hofstede Model

According to Hofstede (2001), there are five “dimensions of values” which explain the cultural differences between several countries, namely:

- High/low power distance
- Individualism – collectivism
- Masculinity – femininity
- Uncertainty avoidance
- Short term – long term orientation

The first one – Dimension of power distance indicates how people in a given culture perceive differences in power. A high power society is where difference in power between older & younger people, rich & poor, and superiors & subordinates is accepted wherein in case of low power distance, social equality is a part of the social structure and everyone high & low, rich & poor in the organizational hierarchy, and is also expected to be treated equally. Individualism/collectivism - explains how the individuals in a given culture prefer acting to deal with the organizational matters. In some countries, the focus is basically on the individual freedom wherein in other countries, people find it more important to act as a part of a group. Masculinity-femininity focuses on the gender and the gender roles. In more masculine cultures assertiveness, ambition, and winning are very important whereas feminine cultures value the “common good” more. Uncertainty avoidance describes how a society perceives the uncertainty characteristic of the future and also whether its members are willing to take or not to take risks. The short term/long term orientation dimension was added to the original four later. The short term oriented cultures value the present and the past a lot whereas, the long-term oriented cultures focus on the future.

### 1.4. Edward Hall Model

Edward Hall Model theory divided the cultures into low-context culture and high-context culture. In high-context cultures there is a connection between the private life & the work life and also communication is based on words as well as body language and behavior wherein people in low-context cultures separate the private life from work.

### 1.5. The importance of cross-cultural training

The Cross Cultural Training can be difficult, in the sense that cultures are difficult to study because of the difficulty in categorizing.

### 1.6. Studies about cross-cultural training

A few articles indicate that expatriates adjustment problems in very new cultural settings are related to the cultural factors, with many sceptics. The sceptics do not believe much in cross-cultural training but instead choose to rely on learning-by-doing. (Selmer, Cross cultural training and expatriate adjustment in China: Western joint venture managers, (2005): 71). Also at times the expatriates are sent abroad without proper cultural training and are left to rely totally on themselves. The approach does not include any cultural training and also the selection process of expatriates is based on the past track record and their technical abilities. Certain companies also believe that whatever works domestically would also work abroad (Mendenhall, Cross Cultural training effectiveness: a review and a theoretical framework for future research, Page 114) as opposed for using CCT and also in choosing of the expatriates based on the cross-cultural skills. The studies show that the employees sent abroad without any cross cultural training tend to adjust their behavior according to the rules and customs of the new culture.

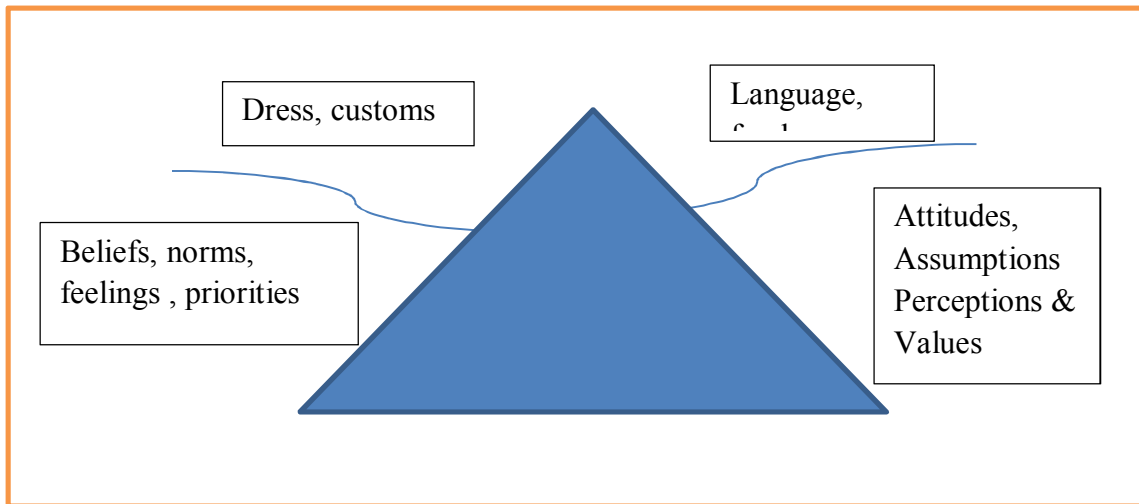
In a recent study about Finnish expatriates in Indonesia it was shown that the employees “actively adjust their leadership style” whenever they interact with the employees from the host-country. But at the same time they also felt that there was no need for changing their behavior (Suutari, (2002): 424-425). Conversely, the study made among Western European, Japanese and US MNCs indicated that the reasons for not providing expatriates with training included: the assignment abroad is at times being planned for a very short time and also unnecessary to waste time and money, and also the employing local human capital did not need any cultural training (Tung, (1982): 66). But, however, contrarily there are many studies to the fact based on how important it is to train the expatriates? For illustration: in Tung’s research, it was shown that the European and the Japanese companies rigorously planning and training their expatriates coped much better in a multicultural environment. In the meantime, American companies which did not plan training their employees to the same extent found that they were not able to adjust to the

new environment as proper and efficiently the European groups and Japanese groups did. The advantages posed in Japan as well as Europe for better international orientations are as follows:

- More rigorous training of expatriates, especially in Japan
- More rigorous planning and performance evaluation of the assignments
- Better assessing the qualification of expatriates
- Limiting work mobility
- Providing a strong support-system for expatriates

### **1.7. Problem background**

Globalization in today's world has become a vital issue. The worries for the leading MNCs exceeded the geographical boundaries for conquering new markets which emerge in varied parts of the world. This kind of expansion demanded that employees must learn to adapt to their work and also to the new situation. It is the employees who have to interact with the people from varied parts of the world and also must learn handling different cultures which pose to be effective for their work. Globalization is furthermore, creating a need for a new perception on interaction, namely interaction from an international view. The basis for this new perspective is the difference between cultures that the employees encounter when they are sent abroad for the assignments-these employees are called expatriates. Culture has its own characteristics specific for a particular region, for example beliefs, food, norms, and customs. Culture is also expected to influence how people act, or motivate and also adjust themselves to work. This is the reason why expatriates working abroad need to familiarize with the country's culture and also thereby understand the differences between cultural background and the host country. Culture involves abundant elements which can pose to be a problem in the multicultural environment. These elements can also cause conflict between the employees when the problems arise and are not met with understanding and insight of how people from different cultures can act.



**Figure 1: Different elements of culture**

The cultural features above the water level are most often included in the cross cultural training programs for the expatriates' pre-departure training. Living in a different culture, employees need to understand the behavior and motivations of their co-workers for interacting with them effectively and efficiently. They also need to get accustomed with the cultural aspects below the water level in order to get a complete picture of the environment in which are supposed to work in. The cultural aspects below the waterline are included as a part of the cross cultural training programs which are conducted post arrival. This can comply with the fact that it takes time for the companies to adapt and get acquainted to the changing environment and also to accept the fact that cross-cultural employee training is an important issue for the development of the company. Lack of training for employees sent abroad causes problems for them when they are not trained for handling the cultural differences. Also, when the employees are sent unfamiliar environment, there they have to face various number of different elements alone.

### **1.8. Problem formulation**

With the companies becoming more and more international along with its movement towards the business units across borders into various others countries, the employees are developing the need to interact with the people from varied cultures. At this point the cross cultural training can be an invaluable tool for the handling the cultural differences. The training provided also helps in

the reduction of the unit behavior and misunderstandings further leading to the damage of the relations between people and companies. Furthermore, an expatriates personal characteristics and family situation are also expected to influence their success or failure when working abroad. The aforementioned factors are the main focus of this report is the expatriate's succeeding on an assignment, which would be to complete their task, or instead failing the assignment if they have to return home early or terminate the assignment because of the bad cultural interactions. The report basically deals with the question given as follows:





## Research Methodology

### Objective of the study:

- To examine a balanced approach on what constitutes the success or failure of an expatriate managers or employees

As for the secondary sources are concerned, the search was done from books and scientific articles which contained information about the cultural differences and cross cultural training. The key words used for the search were: cross cultural training, cultural differences, multinational companies, expatriate failure, and expatriates management.



## Theoretical Framework

This chapter deals with the expatriates and also shows how a selection process of an expatriate can be conducted. Furthermore, how expatriates can be trained for assignments and listing some training propositions. Also, some possible factors for expatriate failure are also presented which can be summarized in a theoretical model that can be used to analyze the issues of being an expatriate.

### 1.9. Developing the expatriate:

Cross cultural training is an important tool when training the expatriates. Conversely, before an expatriate is trained it is very important to look at what an expatriate should possess and how they should be selected before the training.

### 1.10. Describing the expatriate

The theories for the kind of skills a good expatriate must possess are numerous. Nevertheless Barsoux and Schneider are the ones that best explain all of these skills. The list of suggestions of which of the characteristics are most important while selecting a future expatriate includes: Firstly, an employee should have well-developed interpersonal skills, which is overlooked by the companies who focuses on the person's track record in the host-country. Interpersonal skills also let the employee build relationships with the new colleagues and thereby allowing him/her to gain the trust. People-orientation allows a person to quickly get adapted to the new conditions and also to be able to change the environments very quickly. Furthermore, another important feature is the employee's 'linguistic ability' and for which it is not about being fluent in one language but to be able to easily learn useful phrases and expressions in different languages. An employee should also be motivated to live and work abroad and be able to accept and cope with uncertainty; that is he/she should show flexibility when circumstances change.

Other features crucial for a person sent abroad are patience and respect. The reasons for that are it always takes time to adjust to the new situations, to learn the routines and also get to know the new culture. It is also very important to try and understand the culture instead of negating it and deciding to do things the way that they are done in the home country. Moreover, one needs to learn to appreciate the fact that other people have different

perception of the world, different values and different ways of thinking. In order to be able to do that, one needs to have cultural empathy. This is a feature that some individuals have, and some do not. It is not easy to develop this feature or just add it to one's character. Finally, the two last features tackled are 'a strong sense of self' and sense of humour. A strong ego allows an expatriate to interact within different cultures without giving in and developing the so-called 'stability zones' such as hobbies etc. allow an individual to take a 'time-out' and charge the batteries for the future. Sense of humour is also a mechanism that allows one to deal with the huge amounts of stress in the new environment. It can also be used to get acquainted with the new colleagues but one has to remember that different cultures consider different things to be funny.

<b>Skills of a good expatriate</b>	
Interpersonal skills	Flexible
People-oriented	Patient
Linguistic ability	Respectful
Motivated	Cultural empathy
Ability to cope with uncertainty	Strong sense of self
Ability to adjust	Sense of humour

**Figure 2: Skills of Expatriate**

There are many skills listed that an expatriate should hold. However, there are a few skills that matter more for certain assignments and the process of selecting the right employees for an assignment can be complicated and time-consuming.

### **1.11. Selecting expatriates**

In the past expatriate selections for assignments abroad have focused on the persons past track records, technical and functional abilities. But these selection methods have changed and have been refined over the years to now focus more on functional and personal assets of the expatriate. A study made by Tung assessed the preferred skills and tests used in the selection process of expatriates in US, Western European and Japanese MNCs. In the US sample the respondent found that employees that had more contact with the host country local's, as opposed to employees with more technical work (like repairing machines), required to be more adaptable, flexible and able to communicate. The Western European

respondents also called for adaptability and flexibility. The Japanese respondents valued a long history within the company very highly. If so, the search is over and the position could be filled by the local national. But if there is no local national suitable for the position the company has to search for candidates within the company or outside among rivaling companies. Then the first thing is to identify the degree to which the candidate has to interact with the host country locals and determine if it is high or low. After this the company has to evaluate the degree of similarity or dissimilarity between the two cultures to conclude if it is very similar or highly diverse. In the end, if the interaction is high and the cultures are highly diverse the expatriate is in need of most difficult training which would include sensitivity training and field experience. Whereas if the interaction is high but the cultures are very similar there is a need for moderate to high rigorous training. This would include language training, culture assimilation, and sensitivity training. But in any case, the interaction is very low the training must be moderate or low which includes area studies, culture assimilation and language training.

#### **1.12. Propositions of expatriate training:**

Changing an expatriate's behavior to suit the host country's culture might be unwillingful, although changing the person's attitude might be more voluntary. An expatriate may have to change his/her basic values when moving to another culture. Social and cultural systems that rule in the new culture can be learned in the same way as new languages are to be learned. These new social and cultural systems can, as new languages, can also be abandoned when there is no further need for them. According to Treven, cross cultural training is a way for adjusting to expatriate's behavior, knowledge and skills to the new environment in order to make sure that s/he will meet the company's expectations and succeed in the business unit that s/he has been delegated to. For the company itself it means that it will stay at least productive as before and then it would adjust itself to the new, global market. Cross cultural training can also be divided into two groups: post arrival training and pre-departure training. The post arrival training is conducted when the expatriate has arrived to the host country where she/he will be working wherein the predeparture training is conducted while the expatriate is still in his/her home country. Below some propositions of different types of training are presented for these two groups.

### 1.13. Pre-departure training

Cross cultural training should not only involve the expatriate themselves but also their families, if they are to move to a different country with the expatriate. Ideally, the training should be conducted before, during and after the time of the assignment. Especially in the US and Western European culture the family is important, and including them in the training would help them all to adjust in the new environment. The training should include not only language training but also, and most important, it should give the expatriate and his/her family knowledge about the culture of the host country. Cross cultural training can also be conducted in varied ways and is vital for the organization and also provides the expatriate's with the type of training that would be most efficient.

Key methods used in the training include role-playing, probation, seminars concerning cultural differences, and written sources. Some organizations also used informal briefings as they were seen as one of the most inexpensive ways to train an expatriate. At these briefings they had the chance to meet with repatriates. Probation, learning-by-doing, a form of role-playing can also be used as a form of cross cultural training. Traditionally cross cultural training is often of a passive and theoretical nature where participants can take part in lectures, readings and Q&As, because of the cost efficiency while providing the training session for the larger groups. It is hard to reach the unmotivated participant to learn much and the motivated participant might learn something, but only to a certain level. Passive and theoretical teachings cannot provide for the participants to make use of their knowledge in a practical way. It gives the participants an opportunity to use their knowledge in an active and practical way. It can also be seen as a form of learning-by-doing as they obtain and use knowledge during the simulation. A simulation is engaged in teaching the participants about the new knowledge, along with the warrant where they converted the knowledge into a life experience. For these simulations to work there has to be a use of credible characters that are put in a cultural context in a credible business situation, or the simulation will surely fail. The training methods which are more commonly used are look-see visits, which also fall under the training category of learning-by-doing. When the expatriate participates in a look-see visit she/he can see how it can live and work in the new cultural environment. They can have

the opportunity to also see what impact the cultural shock could have, and also gain the insight into how to appropriately interact with the local people. They could also be able to rehearse a very good first impression. The benefits of a look-see visit can also be seen in sending the expatriates away on probation in the host country. The probation means that the expatriate should be given the opportunity to try out how it actually has to work and live in the new country.

#### **1.14. Post arrival training**

Traditionally cross cultural training can be conducted before the expatriate leaves for an assignment in other country. The expatriate participates in role-plays, lectures, and seminars. But, it is not often that the actual host country workforce is incorporated in the training, although it should be the host country workforce which knows the culture best. Recent studies have also shown that on-site training involving the actual people the expatriate will work with gives better and good results than any predeparture training. When the expatriate trains and interacts with the host country workforce she/he will have a better understanding of how to communicate with the workers in an appropriate way. The expatriate will also be able to alter his/her behavior to suit the needs of the workforce. The host country locals can help the expatriate and especially their family with practical issues like, housing, acquainting themselves & learning about the area, help with banking and healthcare, arranging school and also the day-care spare time opportunities. While using on-site training the host country workers could also assist in developing the training program to be more customized for the expatriates. As the expatriate is trained in how to interact with the host country workforce, so should the host country workforce also learn to interact with the expatriate? The host country companies could assign a mentor for the expatriate who could help him/her to adjust to the new environment and also the expatriate will know who to contact for help. When the expatriate is taken under the mentor's wing it can give the expatriate more acceptances among the host country workers.

<b>Summary of cross-cultural training</b>	
Pre-departure training	<ul style="list-style-type: none"> <li>• Probation</li> <li>• Look-see visits</li> <li>• Informal briefings</li> <li>• Simulations</li> <li>• Role-play</li> <li>• Q&amp;A's</li> <li>• Seminars</li> <li>• Readings</li> <li>• Lectures</li> <li>• Language courses</li> <li>• Written sources</li> </ul>
Post arrival training	<ul style="list-style-type: none"> <li>• On-site training that involves the expatriate and host country workforce both ways.</li> <li>• Mentoring</li> </ul>
<p><b>All these types of training should ideally involve the expatriates spouse and family who are also moving to the host country.</b></p>	

**Table 0-1: Summary of cross Cultural Training**

It is very difficult for speculating about the best training methods when we have never participated in any training. But, the thought is that practical training methods which include look-see visits, probation, mentoring, and simulations are far better than any theoretical methods including lectures, readings and also written sources. One theoretical method which expatriates can benefit from is language courses, with the implication that the expatriate has not much prior knowledge about the language. The best combination of training methods can be language training, were the expatriate might not have to learn an entire language, but at least some useful phrases; seminars about the culture, helping them to understand the differences between the future culture and theirs; look-see visits, which they experience in the culture and country for the real and finally on-site training with a mentor, which can help the expatriate when she/he is getting into the new routines of the new job. A mentor could

also make the expatriate feel safer as she/he has one specific person they can turn to for help. If the family is going with the expatriate, then they also are required to be included or involved in the training. This way the expatriate could be prepared in the most important areas in a both the theoretical as well as the practical way.

### **1.15. Expatriate failure and Cross cultural training**

As aforementioned, there are indications that the cross cultural training is very helpful to the expatriates. A way of showing this further and to explain and statistically prove that how it could have been for an untrained expatriate. There have also been studies done which linked the problems and failures of MNCs to the cultural factors. An overview of failure rates can also bring additional importance to the fact that training is very important when expatriates struggle or fail on their jobs because of the new cultural environment which brings additional expenses to the company. Some of the repercussions of poor adjustment also include: the employee's low performance or absence which causes costs for the company & coworkers, and it can even early returns to the country of origin. More and more countries decide to, or simply expand their businesses over the borders and thereby their employees and especially expatriates have to become more aware of the cultural differences. Ordinary behavior might also not be accepted in a business unit abroad, it has to be adapted to the new environment. Shedding a light on the difficulties which an employee can encounter on assignment abroad can help to understand the importance of training expatriates. It can be very difficult for an employee in a new environment to:

- Adjust to the new physical and cultural changes
- Cope with the mounted pressure on home life, which especially concerns the spouses
- Handle the new responsibilities of working abroad
- Possess enough or the right technical abilities

Better adjustment to the issues listed could be achieved when the expatriate has received training & also interacts with the host country locals and learns how to act and communicate appropriately. It should also help if the expatriate is open to all the new experiences that the host culture and country surely will provide. Therefore, one can conclude that cross cultural is a valuable tool while decreasing expatriate failure within a company.



## Analysis

### 1.16. Skills of a good expatriate:

According to the employees, three most widely chosen features that a good expatriate should have include: flexibility, good social skills, and motivation. Lack of flexibility is expected to pose as the main cause for expatriate failure, the second problem can be expatriate partner's inability to adjust to the new environment. The major issues included: adjusting to the new cultural environment and further helping the families or the partners for adjustment. Skills that a good expatriate must possess are as follows:

- Good at handling uncertainty
- Flexibility
- Good language skills
- Show respect
- Show cultural empathy
- Good adjustment skills
- Motivation



### 1.17. Expatriate training:

It is not hard to interact with the co-workers and also have problems for adjusting to the new physical environment. Also, there was no language found with the problem while working in the host country. But most of the cross cultural training would prove to be beneficial while when working in the new environment. Mostly, visiting the host country and host company prior to the start of the assignment can be preferred.

### 1.18. Expatriate failure

Not being flexible can pose to be the possible reasons for expatriate failure. The second one was the lack of social skills. Expatriate and his/her partners inability to adjust were also responsible for the expatriate failure. Lack of self confidence, on the other hand, didn't pose

to be a drawback but rather would pose to be a strong point of influence on the expatriate's performance; neither did the lack of technical skills.

Possible reasons for expatriate failure include:

- Not being flexible
- Lack of social skills
- Partner's inability to adjust
- Expatriate's inability to adjust
- Not showing respect
- Not able to handle uncertainty
- Lack of motivation
- Lack of cultural empathy
- Lack of technical skills
- No/little self confidence

#### **1.19. Obstacles:**

The toughest things for the expatriates included helping the family to adjust and also to adjust to the new situation along with handling the uncertainty of having or not having the right skills for succeeding on the new post. Also, it was expected that there could be a possibility for the expatriates to name a few problems by the use of the answer "Others". Different working environment which can be expected as a smaller department, little help from the locals, cafeteria food, bureaucracy, insurance problems, and also being separated from one's family throughout half of the stay abroad can be included as the factors expected to pose a hindrance to the expatriates.

The Hardest Things on the assignment abroad includes:

- Helping the family to adjust
- Adjust to the new cultural environment
- Handle the uncertainty if having the right skills
- Handle the new responsibilities
- Adjust to the new physical environment

- Overcoming language barrier
- Handle the new culture without proper training
- Interacting with my co-workers appropriately

## Conclusions

The reasons for expatriate failure can be expected to depend on the company's internal culture which can be defined as a culture developed by a company itself by not having to depend on any national/regional culture and the position that the cultural issues have within the company. But, there are certain issues which can be understood by the expatriates regardless of whichever company they work for. It is also important for an expatriate to be flexible and incorporate his/her family in the process.

### 1.20. Key Learnings:

Difficulties found could depend on varied factors, the most important of them being that MNCs have the time and the desire for helping the students in their work. Flexibility and expatriates inability to adjust, lack of cultural empathy along with the lack of technical skills pose to be the key factors for the expatriate failure.

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