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**Unit I: Nature, Scope, and Environment of International Business**

**Case Study: Tata Motors’ Global Expansion**

**Background**  
Tata Motors, an Indian automotive company, decided to expand its global footprint by acquiring Jaguar Land Rover (JLR) in 2008. This acquisition marked its transition to an international business.

**Scenario**  
Tata Motors faced challenges due to differing social, economic, political, and cultural environments in its new markets, particularly Europe and North America.

**Key Aspects**

1. **Stages of Internationalization**:
   * Exporting, joint ventures, and acquisition (e.g., JLR).
2. **Approaches to International Business**:
   * Adopted a multidomestic strategy to cater to local preferences.
3. **Environmental Factors**:
   * Economic: Navigated the 2008 global financial crisis.
   * Social and Cultural: Adjusted marketing campaigns to appeal to European and North American consumers.
   * Political: Dealt with Brexit-related uncertainties.

**Outcomes**  
Tata Motors successfully positioned JLR as a premium brand globally, leading to significant revenue growth.

**Discussion Questions**

1. How did Tata Motors address cultural differences in its international strategy?
2. What role did the international business environment play in the success of JLR?

**Unit II: Modes of International Business and Exchange Rate**

**Case Study: Infosys’ Entry into the European Market**

**Background**  
Infosys, an Indian IT giant, aimed to expand its presence in Europe through strategic partnerships and direct operations.

**Scenario**  
Infosys evaluated various modes of entry, eventually establishing subsidiaries and entering joint ventures with local companies in Germany and France.

**Key Aspects**

1. **Modes of Entering International Business**:
   * Direct investment through wholly owned subsidiaries.
   * Partnerships with local firms for better market penetration.
2. **Exchange Rate Challenges**:
   * Navigated the volatility of the Euro against the Indian Rupee.
3. **Country Evaluation and Selection**:
   * Focused on countries with a strong IT demand and a stable regulatory environment.

**Outcomes**  
Infosys became a leading IT services provider in Europe, enhancing its brand value and client base.

**Discussion Questions**

1. Why did Infosys choose direct investment as a mode of entry?
2. How did exchange rate fluctuations affect its financial planning?

**Unit III: World Financial Environment and IHRM**

**Case Study: Reliance Industries and Foreign Direct Investment (FDI)**

**Background**  
Reliance Industries, an Indian conglomerate, sought FDI to fund its ambitious expansion projects in the telecom and energy sectors.

**Scenario**  
In 2019, Reliance successfully attracted investments from global giants like Facebook and Google into its Jio Platforms, a move that reinforced India’s standing in the global financial environment.

**Key Aspects**

1. **World Financial Environment**:
   * Reliance leveraged global financial markets for funding.
2. **FDI**:
   * Attracted $5.7 billion from Facebook and $4.5 billion from Google.
3. **Role of Multinationals**:
   * Reliance’s collaborations enhanced technology transfer and market penetration.

**Outcomes**  
Reliance used FDI to accelerate its digital transformation, achieving unprecedented growth in its telecom and e-commerce ventures.

**Discussion Questions**

1. How did Reliance align its strategy with global financial trends?
2. What impact did FDI have on the company’s competitiveness?

**Unit IV: Trade Blocks and WTO**

**Case Study: India and the WTO Dispute Settlement Mechanism**

**Background**  
India faced a trade dispute at the WTO over its export subsidy programs, which were challenged by the United States in 2018.

**Scenario**  
The U.S. alleged that India’s export subsidies violated WTO rules. India argued that these subsidies were essential for supporting its industries.

**Key Aspects**

1. **WTO Dispute Settlement Mechanism**:
   * The case was heard by a WTO panel, which ruled against India.
2. **Implications of WTO on Indian Business**:
   * India was forced to reform its export subsidy framework.
3. **Trade Block Considerations**:
   * India sought to strengthen trade relations within SAARC and ASEAN to offset potential losses.

**Outcomes**  
India restructured its export promotion schemes to comply with WTO guidelines while safeguarding its industries.

**Discussion Questions**

1. How did the WTO ruling affect India’s export strategies?
2. What role do trade blocks play in mitigating such challenges?

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