

Contents

List of Charts	viii
List of Tables	xiii
List of Expatriates	xiv
List of Other Interview Partners	xvii
List of Final Interview Partners.....	xviii
1) Introduction and Theoretical Model	1
1.1) Introduction	3
1.1.1) Background and Relevance.....	4
1) <i>Flow of Investments to India</i>	4
2) <i>Flow of Expatriates to India</i>	7
3) <i>Need for Adequate Preparation</i>	9
1.1.2) Literature Review.....	9
1.1.3) Methodology	11
1.1.4) Structure of this Study.....	14
1.2) Theoretical Model.....	14
1.2.1) Culture.....	15
1.2.2) Subcultures.....	19
1.2.3) Dynamism	21
1.2.4) Divergence	24
1.2.5) Expatriates.....	27
1.2.6) Theses and Objectives.....	29
2) Culture-Specific Leadership for Expatriates in India.....	30
2.1) National Culture	31
2.1.1) Socialization.....	32
1) <i>Family</i>	34
2) <i>Subcaste (Jati)</i>	37
3) <i>Hinduism</i>	39
4) <i>Friends, School/College, Work Place</i>	40
5) <i>Media, Arts, Politics</i>	40
2.1.2) Family-Collectivism.....	40
1) <i>Family Orientation</i>	40
2) <i>In-Group Collectivism</i>	41

2.1.3) Flexibility	46
1) <i>Conformism</i>	46
2) <i>Core and Surface</i>	48
2.1.4) Personalism	50
1) <i>Family</i>	51
2) <i>External Environment</i>	52
2.1.5) Emotionality	54
1) <i>Warmth, Openness, Softness</i>	54
2) <i>Dependency Proneness</i>	55
2.1.6) Verticality.....	57
1) <i>Feminine Benevolence</i>	57
2) <i>Two-Sidedness</i>	60
3) <i>Abuse of Authority</i>	61
4) <i>Society As a Whole</i>	62
2.1.7) Heterogeneity	64
1) <i>Antagonism for Resources</i>	65
2) <i>Antagonism of Concepts</i>	66
2.1.8) Fatalism.....	67
2.2) Management Culture	70
2.2.1) Pure Form: Small, Paternalistic Family Business	72
1) <i>Family Structure and Nepotism</i>	73
2) <i>Paternalism</i>	75
3) <i>Little Participation and Communication</i>	78
4) <i>Extrinsic Motivation of Employees</i>	80
5) <i>Relativity of Employees' Characteristics</i>	86
6) <i>Lack of Teamwork</i>	94
7) <i>Personalism and Networking</i>	96
8) <i>Intuition as Strategy</i>	98
9) <i>Ethics Vacuum Between Companies</i>	100
2.2.2) Deviation 1: Autocratic Family Business	102
2.2.3) Deviation 2: Big, Semi-Professional Business	105
1) <i>Internal Imperatives: Growth and Its Barriers</i>	107
2) <i>External Imperatives: Modern Agencies of Socialization, etc.</i>	110
3) <i>Professionalization</i>	113
4) <i>Cultural Detours</i>	116
2.3) Leadership.....	120
2.3.1) General Concept.....	121
1) <i>Employees' Background</i>	121
2) <i>Basic Idea</i>	122
3) <i>Differentiation</i>	126
2.3.2) Authoritativeness	128
1) <i>At the Traditional Extreme</i>	130
2) <i>At the Professional Extreme</i>	133
2.3.3) Emotionality/Empathy	137
1) <i>At the Traditional Extreme</i>	137
2) <i>At the Professional Extreme</i>	142
2.3.4) Leadership.....	148
1) <i>At the Traditional Extreme</i>	149
2) <i>At the Professional Extreme</i>	156

2.4) Expatriates	161
2.4.1) In General: Adaptation & Leadership	162
1) Cultural Gap	162
2) Culture-Specific Approach	163
3) Duality.....	165
2.4.2) In India: Deliberate, Demanding, Differentiated Paternalism (dddP)	167
1) Big Risks for Expatriates in India, Big Chances through Adaptation & Leadership.....	167
2) Adoption of the General Imperatives for Superiors in India.....	169
3) 4-Step Model.....	171
2.4.3) Implementation: „It Is All So Simple“, Yet „It Is All So Difficult“	175
1) Employees' Background	176
2) Expatriates' Background	178
3) Four Groups of Expatriates	180
4) Concluding Hypothesis	186
3) The Potential of Culture-Specific Leadership.....	187
3.1) Methodology.....	191
3.1.1) Data Collection	192
1) The Sample.....	194
2) The Leadership Types.....	200
3) The Questionnaire.....	206
3.1.2) Data Analysis	213
3.2) Sample	220
3.2.1) Leadership Types	221
3.2.2) Company-Specific Variables	221
3.2.3) Expatriate-Specific Variables	224
3.2.4) Employee-Specific Variables.....	227
3.3) Findings	231
3.3.1) Employees' Values In General.....	233
1) General Tendencies	233
2) Feedback from the Expatriates.....	238
3) Employee-Specific Factors	240
4) Leadership Types.....	241
3.3.2) Employees' Identification with Company, etc.	243
1) General Tendencies	244
2) Leadership Types	248
3.3.3) Relationship Expatriate-Employees	258
1) General Tendencies	259
2) Leadership Types	260
3.3.4) Interaction Expatriates-Employees	269
1) General Tendencies	270
2) Leadership Types	273
3.3.5) Relationships Among Employees	283
1) General Tendencies	284
2) Leadership Types	286

3.3.6) Summary	295
1) Hypothesis 2.....	296
2) Hypothesis 1.....	296
3) Other Factors/Variables.....	311
4) Differentiation: When Is Adaptation & Leadership Most Successful?.....	320
3.4) Conclusion for Part 2 and Part 3	331
4) Implications.....	340
4.1) Implications for Management Practice	340
4.1.1) Selection.....	341
1) Willingness.....	342
2) Ability (1): International Experience.....	343
3) Ability (2): Character Traits In General.....	343
4) Ability (3): Leadership Style.....	348
4.1.2) Preparation	349
1) Orientation Trip.....	352
2) Structured Introduction.....	352
3) Overlap	353
4) Additional Empirical Data (for Structured Seminar).....	354
4.1.3) Implementation	371
1) DOs & DON'Ts (1): Stress Avoidance in Private	373
2) DOs & DON'Ts (2): Stress Avoidance at Work.....	375
3) DOs & DON'Ts (3): Approach Towards Employees in General	381
4) DOs & DON'Ts (4): Leadership Style.....	390
4.1.4) Follow-Up and Reintegration.....	395
4.2) Implications for Management Theory.....	399
4.2.1) Possible Research to Validate this Study's Results	400
4.2.2) Possible Research to Complement this Study's Results	401
Appendix 1: Questionnaire for the Expatriates	405
Appendix 2: Questionnaire for the Employees.....	412
Appendix 3: Company-/Expatriate-/Employee-Specific Factors	418
1) Employees' Identification with Company, etc. (Paragraph 3.3.2).....	418
2) Relationship Expatriate-Employees (Paragraph 3.3.3).....	427
3) Interaction Expatriates-Employees (Paragraph 3.3.4)	437
4) Relationships Among Employees (Paragraph 3.3.5).....	446
Appendix 4: Questionnaire about 3 Characteristics.....	455
Bibliography.....	456
Curriculum Vitae.....	472