Tomorrow five o’clock

- A minor field study on Scandinavian management in India

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Preface

We would like to show our appreciation and our thankfulness to all the people who have helped us to carry out this thesis project. We are very grateful to have the opportunity to meet interesting people and travel in India. We have learned a lot during the process of writing this thesis, it has been a great experience for us.

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Abstract

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Title: Tomorrow five o’clock - a minor field study on Scandinavian management in India

Background: To be able to understand ones culture, one must learn how it is perceived by others. Today when many Scandinavian managers in contemporary Indian business life manage an international labor force we found it interesting to investigate how they are carrying out their tasks and why they are acting in a certain way.

Purpose: The purpose of this study is to provide useful knowledge in order to achieve a better cooperation and understanding between Indians and Scandinavians when working together in organizations. In order to fulfill our purpose we will answer the question, how does Scandinavian management function in Swedish companies located within India?

Method: This is a qualitative study with an induction approach. We are using interviews and observations to collect our empirical data. The interviews are influenced by three elements, organizational culture, values in society and manager attribute. These elements following the whole study to be able to answer the research question.

Conclusions: The Indian perception of time is very different from the Scandinavian one. Other could be differences in organizing work and in the matters of hierarchy. This is due to cultural and traditional differences. The ability to adapt the Indian way as a Scandinavian manager is the key to success.

Scandinavian management is not to be perceived as a middle way or suitable in all situations. Rather the Scandinavian and Indian ways are to be considered polarities and to some extent opposites. Because of this, Scandinavian managers working in India have to understand the Indian culture and adapt some parts of the managerial work to be able to manage Indian subordinates. Important for a Scandinavian manager is also to motivate Indian subordinates to adapt to the Scandinavian management style.

In order to work with Scandinavian management in India it is of importance to be aware of different factors, as it is not only the Scandinavian way of working, they have to understand the local ways, the language and the behaviour of the population. It is also important to keep in mind that the Scandinavian way of managing which is considered successful in Scandinavia, might not be so in other cultural contexts.

Keywords: Scandinavian management, culture, organizational culture, values in society, manager attribute.
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1. Introduction

This chapter will introduce the reader to know more about our thesis and purpose of this study. The academic problem will be discussed and some pre-understanding will be provided.

India is a country seven times the size of Sweden, about 1.1 billions of inhabitants that are communicating in over 300 languages and thousands of dialects. It seems huge and complex, and it is. India is also perceived as one of the most interesting markets to do business in, as business today are more global than ever, (www.landerifickformat.se, 2008-04-08). The economic growth in India has had an expansive phase since 1990 and there are yet no signs of a slowdown.

As merging and acquisitions, outsourcing or expanding is necessities for many companies in order to compete on a competitive global market, India has been in the spotlight for some years. When organizations decide to start operations on a new location in a new country it is common to have people from the “home” country to manage the start-up process. Today many Scandinavian companies have operations in India, these employs several hundreds of Scandinavian managers who often bring their family to live and stay for a couple of years. To be a manager in an environment that differs from the Scandinavian one will also require different skills from the manager. These can for instance be regarding the cultural aspects and other so called “soft-skills”. Nevertheless there are differences or not, all foreign participants in contemporary Indian business life will need to understand the Indian culture in order to be successful. To be inefficient due to difficulties of cultural character or being unable adapt into a new culture or organization is in many situations unacceptable. Instead we believe that it is vital that managers are open to learn about new cultures in order to be able to handle new issues.
1.1 Addressing the problem

When learning about your own management style and the perception of one’s culture we think it is wise to experience a different culture. To be able to understand one’s culture, one must learn how it is perceived by others. Through living in a different culture and being exposed to new situations will most definitely influence your perception of many things, for example managerial behavior. To be able to adapt and function in a different culture it is of importance to consider organizational structure and the culture in organizations when being an expatriate manager.

When cultures cross in everyday business life, another level of complexity is added to the situation. We believe that cultural differences might cause problems in communication and co-operation. This is also a well-discussed topic among researchers such as Gooderham & Nordhaug (2003). To be able to manage through barriers or problems caused by culture, traditional differences or misunderstandings in the pace of contemporary business a well defined and structured management style is a necessity.

When Scandinavian managers in contemporary Indian business life manage an international labor force it is of interest to investigate how they are carrying out their tasks and why they are acting in a certain way. As many Scandinavian managers are working in India it is of interest to see how Scandinavian management is functioning there. In this study we are highlighting three elements from Lindell & Arvonen (in Jönsson 1996), organizational culture, values in society and manager attributes. We believe that these elements are influencing managerial behavior.

1.2 Purpose of the study

The purpose of this study is to provide useful knowledge in order to achieve a better cooperation and understanding between Indians and Scandinavians when working together in organizations. We think this is of great importance when doing international business.

In order to fulfill our purpose we will answer the following question:

- How does Scandinavian management function in Swedish companies located within India?
1.3 Frames of references

One of the reasons why we wanted to do our research in India was that India is having a large share of exposure in Scandinavian media. During many years the only reporting about India in Scandinavian media was regarding disasters such as flooding and train accidents. Today this has changed and the media reports about an up-and-coming IT market and an enormous economic growth. As India is getting ever so interesting for Scandinavian companies, this development caught our interest. As we are business students with particular interests in international business and culture, the choice of topic and place to conduct the study took us to India.
2. Methodology

This chapter will introduce the reader to the methodology of choice in this study. It contains a discussion about the trustworthiness and the validity of the study. We are also presenting how we have collected our empirical data.

2.1 Induction and deduction

When conducting research that aims to combine theory and reality, there are two common approaches that describe their interaction, a deductive approach and an inductive approach. Ghauri & Grönhaug (2005:15ff) writes using a deductive approach involves the gathering of facts to confirm or disprove hypothesized relationships among variables that have been deduced from existing knowledge. In a situation it needs not to be true in reality even if it is logical. When using an inductive approach it is a conclusion from the empirical observations. In this type of research the process goes from observations to findings to theory building, as findings are incorporate back into existing knowledge to improve theories. This type of research is associated with the qualitative type of study. The process of induction and deduction are not totally exclusive of each other and induction includes elements of deduction and vice versa. In both cases the researcher needs to know the nature of the existing knowledge.

Patel & Davidson (2003) discuss induction and deduction as the basis for the research process. They are of the opinion that either one of the approaches has to be chosen, at the same time excluding the other. For example in a qualitative interview it is impossible to know the answers in forehand or know if the answers are trustworthily in a question. In this situation a qualitative interview is more research through induction. It is possible to use both inductive and deductive approaches in the same study. Alvesson & Sköldberg (1998) call this combination for abduction. This means that in a specific situation formulate a hypothesis which may explain what actually are happening. In the first stage it will be distinguishing feature as induction approach but further on the theory will be tested in new situations and that will be a deductive approach. The original theory and hypothesis may then be developed and more general. The advantage with abduction is that the researchers are more open.
Induction is often associated with qualitative type of research and therefore we found the inductive approach more suitable to apply during our study. According to Ghauri & Grönhaug (2005:15) induction draws general conclusions from our empirical observations. Our type of research process goes from observations to findings to theory building, as findings are incorporated back into existing knowledge to improve theories.

### 2.2 Qualitative and quantitative methods

In qualitative research, findings are not arrived at by statistical methods or other methods of quantification. The distinction between quantitative and qualitative research is considered to be that quantitative research use measurements and qualitative research is considered to be not. The differences between them both are also a reflection of different perspective on knowledge and on the research objectives. Research might be based on behavior, events, organizational functioning, social environments, interaction and relationships. In some cases this type of data may be quantified but analysis itself is qualitative, such as with census reports. It is possible to quantify qualitative data, therefore qualitative and quantitative methods are not mutually exclusive. (Ghauri & Grönhaug, 2005:109).

Patel & Davidson (2003:78) writes that the purpose with qualitative interviews is to explore and identify distinctiveness and conditions from the person who gets interviewed. The answers may never be formulated in forehand. Both the respondents and the person who lead
the interview are important in the discussion. Our purpose is to provide useful knowledge on how Scandinavian management is functioning in an Indian context. Patel & Davidson (2003) argue that the qualitative approach is more appropriate for this type of study. We agree with this and therefore we chose a qualitative approach in our study to focus on understanding from our respondent’s point of view. When using qualitative data, we kept in mind what Ghauri & Grönhaug (2005:109) writes, to think abstractly, stepping back in some interviews, critically analyzing situations, recognizing and avoiding biases, obtaining valid and reliable information, having theoretical and social sensitivity and the ability to keep analytical distance while at the same time utilizing past experience. Ghauri & Grönhaug (2005:202) means that qualitative research is particularly relevant when prior insights about the phenomenon under scrutiny are modest implying that qualitative research tends to be exploratory and flexible because of unstructured problems. For this reason we think qualitative data are most suitable for our thesis.

2.3 Collection of data

There are two main types of data, primary and secondary. Primary data are original data collected for the particular project at hand. Secondary data are information collected by others for a different purpose, Ghauri & Grönhaug (2005:91ff).

2.3.1 Primary data

Ghauri & Grönhaug (2005:103) writes that primary data are collected for the particular project at hand. This implies that this data are more consistent with research questions and research objectives. When someone wants to know about people’s attitudes, intentions and buying behavior for a particular product, only primary data helps to answer these questions. Through primary data is it also possible to get to know the reasons behind consumer behavior and management decisions. One major weakness in the quality and scope of information gathered through primary sources is that the researcher is fully dependent on the willingness and ability of respondents. The primary data collected in this project are interviews and observations conducted mainly during our stay in India. Types of primary data we are going to use is attitude and knowledge data, data in intentions, data on motivations and data on behavior, Ghauri & Grönhaug (2005:103).
2.3.2 Secondary data

Ghauri & Grönhaug (2005:91) writes that secondary data are useful not only to find information to solve research problem but also to better understand and explain our research problem. For our project the secondary data have been important to help us the Indian culture and the Indian business climate. In the early stage of our study before we left Sweden for India we began to collect secondary data. We were interested in extensive material about the Indian business culture, religion and tourist information.

Ghauri & Grönhaug (2005:95ff) writes further that another advantage of secondary data is that they might suggest suitable methods or handle a particular research problem. In the beginning of our study we read different types of articles and other business reports to find suitable methods and learn about how to conduct research in a good way. The Secondary data may also have disadvantages when these data are collected for another study with different objectives and they may not completely fit the research problem. It is also the responsibility of the researcher that data are correct and inaccuracies cannot be blamed on the secondary source. It is the researcher’s responsibility to check whether findings presented by another researcher are based on the report being consulted.

2.4 Interviews

In all forms of qualitative research, some and occasionally all of the data are collected through interviews and observations. The main purpose of an interview is to obtain a special kind of information. The researcher wants to find out what is in and on someone else’s mind. Interviewing is the most preferred technique when conducting intensive case studies of a few selected individuals. There is different types of structures for interviews, highly structured, semi structured and unstructured. Semi structured interviews are a mix of more and less structured questions, unstructured interviews are more like a conversation with open-ended questions and the highly structured interviews are wording of questions predetermined, Merriam (1998:71ff). Our empirical part of the thesis is based on 13 interviews where all of them have been semi structured. Everyone of our interviews are based on three themes, values in society, organizational culture and manager attribute, see chapter three for a more extensive description.
2.4.1 Strategy of interviews

Ghauri & Grönhaug (2005:118) writes that the researcher must be able to control the situation, ask the right questions and develop trust. When both of us where carrying out the interviews we split the work and decided beforehand who asking question and who of us should write down the answers. Before we did the interviews everything where very well organized and discussed. All of the interviews have been recorded and transcript to ensure that we used quotations in a correct way and we also contacted respondents if anything was unclear or if we needed complementary information. The recording and transcriptions was helpful as both of us did not participate in all interviews. Transcripts helped us to understand what had come out through the interviews.

2.4.2 The interview guide

The guide from which the foundation of the interviews where conducted. (See appendix 1) This is a guide and not a questionnaire, it has been a help and support to us when conducting the interviews. This guide is written to fit interviews with Scandinavian managers and has been slightly changed when conducting interviews with Indians. The interview guide contains four sets of question: The first set of questions is in place to “warm up” the interviewee and to get some basic understanding about the character of tasks and other conditions in the managers everyday life. The second set of questions ventilates the Indian society and how it is perceived. The third set is regarding organizational culture and the fourth set of questions is about the manager attributes and how the interviewee experiences his or her situation when managing subordinates in Indian business life.

2.4.3 Method of selection

The interviewees of selection have been initiated by contacts in India. Seven of our 13 interviews where organized when we were still in Sweden and all contacts before our departure have been through e-mail. The main characteristic of the interview persons has been chosen on the basis that they were regarded as typical Scandinavian managers and have been working as a manager both in Scandinavia and in India for a Scandinavian company.
To find people to our empirical study Scandinavian key persons and organizations in Indian business life were identified, such as the Swedish trade council, Swedish chamber of commerce and free-lance journalists writing for the major Swedish daily papers. These emails and key persons rendered in a snowball like effect when it arose that the Swedish business network in India is relatively small. While traveling in India we did meet more people whom where happy to contribute to our study. We came in contact with four Indian subordinates who all had Scandinavian managers. This was important in order to get a good picture of how Indian subordinates perceive the Scandinavian managers. Before leaving Sweden we had the opportunity to interview people who are doing business in both Scandinavia and India and therefore had knowledge about both the Scandinavian and Indian management styles.

To be able to gain access to some interviewees and in some companies we guaranteed anonymity to both interviewee and company or organization. When writing this thesis we have put great effort in presenting the empirical data in a way that does not reveal who said what. In the same way we tried to avoid that a specific quotation can be linked to a company. When presenting the empirical findings we will mark quotations with letters in order to improve the validity of the results. All respondents have post-interview been provided a letter. The letter provided is unique for everyone participating in this study.

2.5 Observations

Observations take place in the natural field setting instead of a location designated for the purpose of interviewing. Observation is a research tool when it serves a formulated purpose, Merriam (1998:94). Ghauri & Grönhaug (2005:121) argue for the main disadvantage is that the most observations are made by individuals who systematically observe and record a phenomenon. It is difficult to translate the events or happenings into useful information, this is important when the purpose is to generalize from these observations. In order to conduct a valuable study about everyday work in India it was of major importance for us as researchers to understand the culture in India. As we had the opportunity to conduct the study in India, one of us for seven weeks and the other one for three weeks, we had the benefit to observe the people and the culture. This knowledge is acting as a complement to the theoretical knowledge about India and its culture that we have received through literature studies. We have been aware of the disadvantage with observations and tried to be as objective as possible.
3. Scandinavian management theories

In this chapter we are about to present the definition of management that we find appropriate to this study. We will also present theories about Scandinavian management, the importance of time and trust that we find considerable for this study.

3.1 The concept of Scandinavian management

In order to identify Scandinavian management we have used the study made by Lindell & Arvonen (in Jönsson 1996). This study makes a link to three different elements, values in society, organizational culture and manager attribute. The purpose of Lindell and Arvonen’s study is to explore the existence of a Scandinavian management style, through investigating whether there is a homogenous Scandinavian management style or not, also to analyze the national culture in comparison with other background factors to explain variances in management style.

![Diagram of managerial behavior elements](image)

Figure 2: Elements of managerial behavior, (Our own construction after Lindell & Arvonen (in Jönsson 1996))

When identifying these elements by Lindell & Arvonen (in Jönsson 1996) we found that each factor could be interpreted and used in our study. To make them applicable to our study we choose to interpret and perceive them as follows:
Organizational culture: If the company or workplace has a specific culture, habits or value which influence the managerial behavior. This could also be how the organization is structured.

Values in society: stands for the environment around the organization and the manager. The environment consists of values and/or norms such as religion, laws and traditions. These may all influence the managerial behavior in a negative or positive way.

Manager attribute: These are the set of personal attributes the manager holds. These could be based on education, previous experiences or personal traits.

Grennes (2003) has identified that there are differences between management styles and behavior in the three Scandinavian countries. There is still substantial support for the assumption that these are minor differences only, and that similarities between management in Denmark, Norway and Sweden are by a dominant aspect. If we accept that there are similarities or differences in organization and management behavior across nations it is easy to predetermine across nations by national culture, how are influenced of that culture viewed as a variable from outside the organization. If we can accept the similarities and differences we may then have a closer view at the national cultures of the three Scandinavian countries and define it as Scandinavian management.

Yu-An (1996) argues that the three countries Denmark, Norway and Sweden have been following each other since 1930s and their social development have created the world famous Scandinavian model. Grennes (2003) claims that to identify a culture factors like history religion, proximity and education are important to consider. Yu-An (1996) states that the Scandinavian country have been following a somewhat a different path, but on the other hand found a middle way what can be defined as a Scandinavian model. The Scandinavian countries have highly elaborated social welfare systems and the highest living standards in the world, low rates of criminality and virtually no violent social conflicts. Grennes (2003) connects his article to a comparative study of managers from Australia, Sweden and Norway, where the result was that Swedish and Norwegian management differed from Australian management, but at the same time similarities between Norway and Sweden justified treating them as one entity under the label Scandinavian.
Further in the study of cultural variation of leadership prototypes across 22 European countries, the results supported the assumption that the cultural values, hence the management style of the Nordic cluster differ from the countries outside this cluster. If Scandinavian managers are acting in a specific social and cultural context in which they are embedded and behave according to what is conceived as dominating Scandinavian values and attitudes. This will strengthen the assumption that a certain Scandinavian management style exists, Grennes (2003).

3.2 Definition of culture

There are many different definitions of culture, depending on cultural background and the way of living. For that reason we want to define what culture stand for in this thesis, the used definition are adapted from Gooderham & Nordhaug. Culture is something learned, a programmed set of common values, motivations, symbols, history, geography, philosophy, language and preferences which gives identity and is long lasting. It is important to analyze culture as this imbedded mental programming forms the process by which people solve problems. Indians has maintained a remarkably stable set of values and ideas over the past centuries. There is a large need for cultural considerations when operating abroad according to Gooderham & Nordhaug (2003).

3.3 Scandinavian managerial work

Grennes (2003) argues that management is what you make it, a social construction. Therefore questions concerning management behavior should be researched from a constructivist or interpretivistic perspective. His conclusion of the study to be drawn is that Scandinavian managers are very much aware of the fact that they are operating within a specific cultural context. Scandinavian managers seem to value co-operation, participation and power sharing. A big part of their work is to be a natural consult to their co-workers and representatives of the Union whenever something important to the company is at stake. The main characteristic of the Scandinavian alternative is to strive for consensus and Scandinavian managers can see themselves as more consultative then others.
Grennes (2003) writes that Scandinavian managers know how things work in Scandinavian organizations. They understand the cultural rules and adapt the management style to fit those rules. Kinch & Furesten (1992) claim that Scandinavian subsidiaries abroad have shown that foreigners perceive the Scandinavian managerial style as informal with an indistinct and lengthy decision-making processes. This is supported by Czarniawska-Jorge (1993) as she states that decision making processes are slow. Many foreigners are of the opinion that Scandinavians avoid open conflicts, Kinch & Furesten (1992). The Scandinavian managerial style is to regard as dependent on culture. Over the years in the management of its subsidiaries abroad the unusual Scandinavian management style gradually has been suppressed. Lindell & Arvonen (in Jönsson 1996) mean that a manager who is successful in the native country may not be so abroad.

Czarniawska-Jörges (1993) define the Scandinavian management style in terms of pragmatism. From Czarniawskas study it can be derived that people from other countries think that Scandinavian management does not have any bureaucracy, problems with decision making, and are speaking around matters or have meetings ended up in same point where it started. In Scandinavian management there is a clear formulated demand to have a balanced life, due both to women's attainment of increasingly demanding positions and to men's wishes to participate in family life. Things like a flexible service orientation rather than an orientation toward highly structured organizations of production has changed in Scandinavian management. Concrete examples of the changes are in orientation from production to markets, of the shift in attention from inside to outside the organization, and of focusing on customers needs as defined by the customers themselves, Czarniawska-Jöerges (1993).
<table>
<thead>
<tr>
<th>Old management attributes</th>
<th>New management attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production focus</td>
<td>Business focus</td>
</tr>
<tr>
<td>Hierarchical organization</td>
<td>Open dialogue</td>
</tr>
<tr>
<td>Centralized decision making</td>
<td>Local negotiations</td>
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<tr>
<td>Machines as the main resource</td>
<td>People as the main resource</td>
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<td>Leadership through command</td>
<td>Leadership through ideas</td>
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<tr>
<td>Industrial values</td>
<td>Commercial values</td>
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<tr>
<td>Financial rewards</td>
<td>Participation and sharing</td>
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<td>Expert knowledge</td>
<td>Local competence</td>
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<tr>
<td>Priority placed on production</td>
<td>Priority placed on human capital</td>
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</tbody>
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*Figure 3: Changes in Swedish management attributes over time. (Adapted from Czarniawska-Joerges (1993)).*

### 3.4 The importance of trust

When talking about managerial work trust are influencing relations between the managers and subordinates. Aarum-Andersen (2005) claims the importance of trust in working life has been given increasing attention and seems useful in a range of organizational activities. If the subordinates feel that they are treated with respect, dignity and in a fair way, they tend to see their managers as friendly and worthy of their trust. If the managers trust their subordinates the attribution of motives will be positive. Also if subordinates trust their managers, they will be more prepared to implement managerial decisions. Without trust it may be more difficult to communicate the vision to subordinates. A high degree of trust makes the subordinates perceive that the manager trusts them, offers help, shows appreciation and that the manager solves problem.

### 3.5 The importance of time

Ferraro (1994) claim that lot of attention has been drawn to the issue about misunderstandings concerning time when doing business. Around the world people think almost in the same way about present, future and past but they do not value them equally. Scandinavians are using present in the daily life when planning and working but also looking in future as a better place to live in.
Culture is affected strongly of how we think of time, how we plan, making strategies and the cooperation within an organization. In the business world when meetings are booked it can be either approximate or precise, or the deadline for completing a task can either be extremely important or simply a guideline, Trompenaars (1996).

Religion is also a reason to view time, as either linear or cyclical. In societies where Christianity has been, or is dominant, the way of looking at time as linear where humans do not live twice and therefore wants to make the most out of life. In Hinduism people believe that the soul is born again after the death of the body and therefore they do not have just one chance to live their lives. The belief leads into reincarnation to a cyclical way of viewing time and life, Ghauri (2003).
4. Background for the empirical study

This chapter will provide some pre-understanding of how the Indian society functions to the reader. Topics as traditions, religions and economy will be discussed. We will also give a brief presentation of the respondents of the empirical study.

4.1 Introduction to the empirical data

In the following chapter we will provide some information in order to create pre-understanding. This chapter are mainly based on an in depth interview with a person who is skilled and experienced, both personally and professionally, on India and cross-cultural work with Scandinavia. (M) The empirical findings presented here are the ones that we found reappearing as we conducted more and more interviews, also our own observations play some part here. This chapter can be seen as a complement to the theory as it helps us to understand another cultural context which most of us are not used to (i.e. the Indian culture).

4.1.1 The Indian society

India is the world’s largest democracy, considering the amount of inhabitants. As there are about 1.1 billion of people living in India today the supply of labour and demand for commodities are huge. In India a majority of the population still lives in rural areas and many are farmers, this is partly the cause for deep and wide class differences. For instance is it estimated that 60 percent of the Indian population that are fit for work are considered agricultural labour force accumulating about 20 percent of India’s GDP, (www.landerifikformat.se, 2008-04-08).

Indian society is in general perceived as hierarchical by westerners and there is a great respect for superiors and authorities, in Indian society and in Indian business life. Subordinates are taking directions from superiors and own initiatives hardly exist. To give no as an answer is considered impolite, many Indians rather lie and answer yes. No matter if you are asking for directions on the street or for a report which is supposed to be handed in soon. Another perception that varies from different cultures is the ones about time.
As time is perceived as something valuable and linear in most western countries and not at least in punctually Scandinavia, Indians have a different mindset. Time is something that appears in spirals or circles and this can be derived from Hinduism and the belief of reincarnation. Respect for deadlines and others time is not a big concern for Indians.

The family is strong in India. It holds many functions that are built-in into the Scandinavian societies such as social insurance, providing support and taking care for their elders and not least as an important network for doing business and carriers, to mention some. By family, it is often meant extended family including close friends, cousins, uncle and aunts. The nuclear family that for a long time been the ideal in Scandinavian societies is rare. Being at work is part of life and the working days are long in India, this is not a necessity in order to earn enough to live as we can experience in Scandinavia sometimes.

The Indian economy is very much diversified and there are big differences in between the different states. India is still a very poor country but in many ways meanwhile, it is also an economic super power. Nevertheless India has become a central market for many international corporations which have been giving a boost to many sectors such as educations and the service industry. India is today one of the worlds most notable software producers. This is due to the scale of well educated low-cost labour.

There no one official religion in India and the constitution states that there are no religions influencing politics in India. The main religion in India is Hinduism. A large group of inhabitants are Muslims and there are also communities with Buddhists, Christians and Jews. Religion is a big part of contemporary Indian society and something daily in many peoples life. The Indian society is to some extent influenced by religion. Most Hindus are divided into what we call a caste system. Officially the system is abolished but still people from lower cast are employed by quotation and wedding ads in some newspapers are divided by castes. In this manner old and new attributes of the Indian society are in constant merge and will probably be so into the future. This can also be an effect of the tolerance the Indian people have, as Indian society is very much diversified in the matter of religions and traditions but few problems arose from issues related to this.
4.2 Background of the interview persons

The interviewees have all contributed in one or another way and their contributions will be anonymous during the presentation of empirical data. This is due to not reveal which company, organization or manager who consider a problem or reveal other information that might endanger corporate secrets.

All of the interviewees are employees or employers at Scandinavian companies or organizations in India. By Scandinavian companies here is meant that the company or organization is considered Scandinavian even though the convergence or ownership might be in another country. An example of this is ABB which is Swiss owned and got their headquarters in Zurich but still is considered a Swedish company. The main part of the interviewees was Scandinavians and some where Indian subsidiaries. All of the respondents were at an organizational level were they had responsibilities on subsidiaries and/or customers. All of our respondents did work in an international environment and had contacts with colleagues and/or customers abroad on more or less a daily basis.
5. Empirical study of Scandinavian management in India

In this chapter we will present the empirical findings from our data collection. The data is presented in the same way as the interviews where conducted, in three themes. These are organizational culture, values in society and manager attributes, all of them contribute in one or another way to the managerial behavior. In this section no names of persons or companies are posted, but letters that are unique for every respondent.

5.1 Organizational culture

Many of the Scandinavian managers we met during our study insinuate that well-being is of great importance. Not only as a Scandinavian living in India, but as facilitating ground for a positive climate at their workplaces. As office party is self evidence in Scandinavia, it is popular among the Indian subordinates at Scandinavian companies in India. This is also due to a higher competition on qualified and experienced labour.

“When at office parties in India, it is very unconventional for Indians to drink alcohol in front of their manager. I wanted them to be a bit more chilled out and supplied them with beers, after some time we all had a great time and started to dance. The day after there was a sudden difference in the climate at the workplace; people were more open to each others, laughed and chatted. It was just like we broke down some of the barriers.” (I)

One of the interviewee (I) perceives himself as being more involved and enthusiastically towards creating an open working climate. This is controversial to the traditional hierarchical ways that are common in India.

“We believe in the Scandinavian way, that the mix of Scandinavia and India contains an additional value to the organization” (A)
Some respondents mean that Scandinavians are working sequential and are process oriented. The processes are developed and everybody knows what steps and in which order everything is to be done. Indian people are not process orientated in the same way. Some respondents (B, E) claim that Scandinavian managers are very good in planning.

“They do everything to not follow the process, but the result ends up very well. In India you have more workers which can do the job, the result of this are that the amount of people can do the task in short time even if you start late.” (B)

The Scandinavian way of working is difficult to understand amongst Indians, for instance are standardized report sheets often found difficult and sometimes perceived as unnecessary.

Scandinavian managers strive for flat organizations, in India however this is very difficult. A so called flat organisation in India would be very hierarchical in Scandinavia. In some organisations this has rendered in a matrix structure of organisation. This is perceived as very difficult or strange by Indians, especially to have more than one manager to answer to at the same time tends to be confusing. Meanwhile loyalty is towards a person, not a company or a workplace. If this person, often the one that once hired you, leaves the workplace. Your loyalty will still be to this person and not your company, regardless of he or she now is hired by a competitor.

“The loyalty to your friend is much deeper, not the company“ (A)

“I trust every Swede at this workplace, everyone until 100 percent, I do not trust many Indians in the same manner, no one to be honest. I know that there is a constant leakage (of information) at this workplace and of course it can be useful sometime to gain our own interest, but still, there is no Indian colleague I trust 100 percent” (G)

As a tool for achieving results, Indians are using networks or relations in a more extensive way than Scandinavians. Much more time is used in order to maintain their contacts and networks. Polite e-mails, indexing business cards with notes about where and in what context you have met, and most important; what this contact could be useful for in the future. It is not of importance what company that employs you, thus who you know and what people might be in your network will be far more important.
“If a manager gives you a job, you will support that person. If this manager leaves the company you will still be supporting this person, then there is no loyalty towards the company. Your loyalty might be at an old friend from college, your cricket coach or whoever it might be...relations are of much more importance in India than in Scandinavia.” (B)

Some of the respondents (A, B, G & I) try to make the organization culture or working climate a bit more Scandinavian, where subordinates are allowed to question and argue about the decisions made by the CEO for example. Scandinavians is extremely open for questioning and expressing ones opinion, this is difficult for Indian subordinates to accept or understand.

5.2 Values in society

The Indian society differs in many ways from the Scandinavian. For that reason Scandinavian managers need to understand the local ways, language, the behavior of people in this environment. Values in the society is hard to change, instead the manager have to learn about this new situations. Managers will be required to adapt to the mix of cultures and the conditions at the workplace in order to avoid being restrained in their work, as results are the universal language of business.

All our respondents have different opinions about the Indian caste system, if there is one or not. Anyway all respondents mean that the religion and tradition in India society is very influential on everyday life. As India is religious diversified none of the managers did experience any complications due to religion. Some managers argue that they could observe that the caste system between Indians is still in place and some said there is not. They all agreed that it did not affect the workplace in a way that they (the managers) noticed.

Traditionally the Indian society is, compared to Scandinavia, very hierarchical. This externalizes in many different ways. For instance, when some managers (A, D, F & I) enter a room where their subordinate’s works, some subordinates will get of their chairs and stand up. One manager (I) claims that this is due to this subordinate being raised in a strict way. After visiting a number of workplaces, we could clearly see that this is not rare. All Scandinavian managers we met try to change such behaviour.
Titles are of importance in India, some of the Scandinavian managers (D, G & I) describe that they developed new organizational levels in order to entitle some subordinates “managers” or “senior engineers”.

All of our interviewees argue about the time issue and many feel frustrated when talking about how to handle it. The differences in perception of time can cause problems as some managers want a future planning point, Indians are not used to this.

“In Indians plan their future on a very short notice, they can call at 9 o’clock and request a meeting two hours later. Every day you need to have few hours of unplanned time in order to manage the Indian ad hoc mentality” (F)

For many Scandinavian managers it is a manner of quality and a high priority to deliver on time. Indian subordinates might feel that this is not of the same importance, one of our respondents describes a scenario where subordinates delivers Monday morning instead of Friday afternoon. “The client will not benefit from our work during the week-end anyway” (I) is the argument from one subordinate when the manager questions why the job is not delivered within the time of deadline.

“My wife refers to the Indian time mentality as tomorrow five o’clock. No matter what you ask for or what it is that you want to have delivered, the answer is next to always the same – tomorrow five o’clock.” (D)

This approach on time causes some other problems for the Scandinavian companies. To have the employees arrive on time is another issue. Several respondents (A, C, G & I) solved this through arranging busses that pick up employees around town and take them to the workplace. If the employee misses the bus they will often have major difficulties to be able to reach the workplace that day. We would like to add that infrastructure is something that can be taken for granted in Scandinavia, it is not in India. One manager at a software company described his struggle to maintain electricity and an internet connection at the office.
“We experience power cuts up to three times a day, we got three back-up systems and several internet service providers, and still we are out of electricity and/or internet connections sometimes. It is embarrassing to tell a customer that the application is delayed because we were offline from the internet.” (I)

5.3 Manager attribute

To understand and identify the Scandinavian manager attributes we have interviewed Indian subordinates on how they perceive their Scandinavian managers. This is mainly for two reasons, first to attain a fair view of how Scandinavian managers are perceived in India. Second, that it is our belief that managers themselves will not give us a complete picture on Scandinavian manager attribute.

Our respondents (E, J, K & L) mean that Scandinavian managers are considered quality oriented and with a holistic view. All of our Indian respondents agree that Scandinavian managers are participating, patient and hard working. Generally all agreed on Scandinavians as slightly over-structured and formalized. The Indians we interviewed also experience that Scandinavian managers sometimes over-do things. One respondent says;

“Swedes are always to structure everything in 10 steps and consider the holistic view. They don’t understand that it is only about twenty percent of the job that is important.” (B)

“Scandinavians achieve big, they make lots of progress but talks less about it” (E)

Scandinavian managers are experienced as very gentle and not harsh but still having the ability to be strong when needed. Scandinavians are perceived as risk avoiding and some of our respondents identified that Scandinavian managers consistently takes a loss as an assumed outcome, instead of expecting a positive one. Certainty on the other hand is considered popular among Scandinavian managers. (B, J, K & L) One of the respondents means that Indians are much easier on conflicts than Scandinavians. Many of our respondent’s claims that Indians will not avoid a conflict on a trivial thing, but when done with arguments people can leave the conflict and go on as friends. Scandinavians tend to be more offhand to each other as conflicts are uncommon and often involves emotional feelings. (G, H)
While conducting our interviews we asked Scandinavian managers how they perceive their own leadership, their strengths as managers and how it is working being a Scandinavian manager in India, this will be beneficial in our efforts to attain a deeper knowledge on Scandinavian managers in India.

“One disadvantage when the manager is Scandinavian and the subordinates are Indian is that they do not have same pre-understanding, education and background knowledge. For instance, everyone knows what porters five forces are and how it is used when working with people from Scandinavia. It is hard to be efficient in the start up phase before all this is sorted out and everyone understands each other”. (B)

“Scandinavian managers have much focus on the subordinates well being and the work environment”. (E)

Indians tend not to be as keen to take decisions themselves. Even when a Scandinavian manager empowers an Indian subordinate to complete a project which he or she should be able to handle on their own. Some respondents argue that their Indian subordinates consistently demands support to take decisions. (B, F & G) Or as one respondent (B) puts it; ten questions on a simple project is not unusual.

“Some questions are very detailed. If there is three flights to choose from, and they all are about the same time, they don’t just pick one. They present three options and let me choose...I want them to make such decisions themselves” (B)

One Scandinavian manager (C) argues that he initially during his time as a manager in India made lots of decisions as he was asked and expected to do. He later experienced that several things went wrong as a consequence of these decisions. The Indian subordinates got all the information but did not take the decisions and would not take the responsibility for their consequences. Many Indians perceives decision-making as a job for the manager.

“I took decisions and my Indian subordinates were free from responsibility.” (C)

”I tried to empower my subordinates the Scandinavian way, but it doesn’t work” (G)
6. Analysis

This chapter we will interlace our empirical findings with relevant theories. We will also discuss these findings with starting points from the theory and the three elements which are influencing managerial behaviour.

6.1 Analysis of Organizational culture

During our study we found that Scandinavian managers are concerned about their subordinates well being at the workplace. By arranging common activities, such as office parties, Scandinavian managers try to facilitate a ground for a positive work climate. This is a part of the Scandinavian management concept according to Czarniawska-Joerges (1993) who claims that open dialogue, employees as the main resource and priority on human capital rather than production is significant for Scandinavian managers.

We find that there are many more factors to consider when creating well-being among subordinates at a workplace. Only carrying out office parties once and a while might create happier people in the short term but this is not a long-term solution. Another factor to take into consideration is that well-being is a relative term and is likely to be perceived different among Indians and Scandinavians and of course a cultural adaptation has to be done.

As Kinch & Furesten (1992) implies the Scandinavian management style is subject to change. A deeper understanding can be provided by the empirical data which suggest that a mix of Scandinavian and Indian ways to work adds value to the organization. Meanwhile Scandinavians and Indians are working in very different ways. Scandinavians are process orientated and perceived as very good in planning while Indians tend to be less structured. This links to Grennes (2003) argue about Scandinavian managers strive for consensus.
We believe that the Scandinavian process oriented way of working is a way that facilitates a high rate of consensus. From a Scandinavian perspective, a more process oriented way of working would be beneficial to Indians in Scandinavian companies as they will be more structured. Meanwhile this might steal some attention from the main task. The expected positive outcome is a more planned workday.

Indians do not always understand the Scandinavian way of doing things, or why things should be done in a certain way. A part of these differences in perception of way of working can be refereed to as cultural or contextual. Czarniawska-Joerges (1993) describes this as the Scandinavian management style is a pragmatist one. This is not clearly in line with how some of our respondents perceive their day to day work climate. One respondent (B) claims that Indians are pragmatic to an existent where they might overlook details as they are so concerned to get the job done. In comparison Scandinavians appears possessed with details and structure on how to do.

Well aware of that our sample is a bit too narrow to be able to stereotype people, we feel us forced to share our experiences of Scandinavian managers as well structured and organized. This might not be maximally time efficient but good considering quality and that very few things are left overlooked. Indians tend to be more concerned with conducting the main task and less about structuring and organizing the work.

Our empirical findings show that Scandinavian managers strive for flat organizations. This is also the perception of the Indian interviewees. Grennes (2003) supports this fact as he claims that Scandinavian managers value co-operation, participating and power sharing. As participating and power sharing hardly are components of a hierarchical system, rather the opposite, we consider these empirical findings as valid. This quest for flat organizations renders often in a matrix structure of organizing. One difficulty with this is that Indians sometime experience taking orders from someone who is not their superior manager. This can be interpreted as lapses from the rational hierarchical structure are difficult or unaccustomedly amongst Indians.
Scandinavians care for flat organizations might partly be linked to trust and loyalty. Organization culture is often in place to create a “we-feeling” and loyalty toward colleagues and the employer. Indians put their loyalty towards the persons who hired them or helped them. This loyalty is much stronger than the loyalty towards the company. Arum-Andersen (2005) argues about the importance of trust amongst managers and their subordinates. Well aware that trust and loyalty is not the same thing, it is still not of unimportance in this case. As Scandinavian managers trust their subordinates, there do not necessary have to be any loyalty. What we suggest here is that there are differences of which person one are loyal upon, and that this differences are contextually based. Grennes (2003) argues that Scandinavian managers are aware that they are operating within a specific cultural context. We link this to the findings of Indians as being loyal to a person, and not a company.

This is even more clear as some respondents claim that they are trying to make the organizational culture a bit more Scandinavian, especially in terms of being hospitable to questioning and argues about matters concerning the employees or decisions made by superiors. This can be a consequence of what Czarniawska-Joerges (1993) describes as the pragmatic Scandinavian management style, where the best result is a concern for all involved. This could mean that the hierarchical perspective of a superiors opinion being the right one is more grounded in India and that Scandinavian managers find this as something they would like to change. Of course, this also could be a part of the cultural and contextually facilitated mindset of many Indian subordinates today.
6.2 Analysis of Values in society

According to Grennes (2003) Scandinavian managers adapt and accommodate their management style due to the circumstances, such as cultural rules. These rules might be affected or changed within an organization but rarely in an entire society over a shorter period of time. Differences in behaviour, attitudes and such at workplace can be very favourable as well as a ground for irritation and annoyance, much dependent on how a specific behaviour is perceived in a specific situation.

Whether there is a caste system or not, all participants in this study seem to agree that it does not affect business life in India today. As religion and tradition are strong influents in Indian society it is likely to assume that this is the case in companies as well. As Scandinavian managers (in theory) are adaptable to its environment, traditions and religions should be factors to be aware of and consider this is not necessary with the caste system. As Yu-An (1996) argues that Scandinavians have some of the highest living conditions in the world. There should be other concerns for Scandinavian managers working in India.

Hierarchy is one of these “traditional” heritages that we found strongly influencing Indian everyday life. As both Grennes (2003) and Lindell & Arvonen (in Jönsson, 1996) claims that Scandinavian managers strive for flat organizations, prefer an informal managerial style and values power sharing, we found this being a paradox to the Indian hierarchal way. Many Scandinavian managers try to break down hierarchical behaviours and aims to adapt their workforce to a more flat organization. We believe there is a risk taking the Scandinavian way into a new culture to far away from the Scandinavian context, such as India. Our interviewed Scandinavian managers try to change some of the hierarchical behaviours among their subordinates at their workplaces. This can cause problems as the Scandinavian management style is considered successful in Scandinavia, but may not be so in India.
Time is an issue when Scandinavians work in India. One consequence of this issue is for example completing a job within the given time, also called deadline. Scandinavian managers value punctuality high and it is rarely acceptable to miss a deadline. Like Trompenaars (1996) argue, we believe that culture and time is strongly connected and dependant upon one another. Ghauri (2003) claims that this perception of time is due to religion. We consider that religion is a part of culture as a whole, and that religion do influence the perception of time in India.

The fact that Scandinavians and Indians have different perceptions of time is an issue when working together. We interpret Grennes (2003) argue about Scandinavian managers understanding their organization and their rules as problems about such things as time will not occur within one and same culture. As many Scandinavians relates to time in the same way problems might arise when working with Indians. Issues on time do create problems to some of the Scandinavian managers we met, for instance to have goods and services delivered on time, both in the personal life and in business life might be problematic. The parable “tomorrow five o’clock” is suitable. Time is not to be taken for granted. We find that this is due to cultural issues. However the time issue also gives opportunities and provides for creative solutions with multiple beneficial effects. One example is the personnel buses that get the workers to work on time. This is also a solution that is environment-friendly, increase safety in traffic and it is probably nice to chat with colleagues on the bus.

6.3 Analysis of Manager attribute

Czarniawska-Joerges (1993) argues that Scandinavians managers are bureaucratic and do have some problems with decision making. Our findings are in line with these argues. We found that Scandinavian managers are slightly over structured, but hard working and participating. This might be a perception, as Scandinavians find Indians less structured. We believe this is a cause and effect relation to the perception of time which leads to different ways of structuring work.
We found that problems might arise between Scandinavian managers and Indian subordinates as Indians do not take decisions themselves. It seems like both Scandinavians and Indians do not like to take decisions themselves but for different reasons. Indians are not willingly to take own initiatives of fear to do the wrong thing. Instead they ask their managers for support or to make decisions for them. On the other hand, Scandinavian managers usually like to discuss and gain approval for a decision and possible consequences among the people that are affected by the decision. This decision-making process is rarely as efficient in India as it is in Scandinavia. Thus Indians perceive the decisions to be taken by a manager and seldom speaks their mind in front of a superior. The different ways of decision making may lead to conflicts between Scandinavian managers and their Indian subordinates. Similarly there are different approaches to conflicts among these two cultures. Some of our respondents argue that Indians are easier on conflicts than Scandinavians, Czarniawska-Joerges (1993) supports this as she argue that Scandinavians want to avoid open conflicts. Meanwhile, Indians are not remembering of things long past as Scandinavian often does.

According to one of our respondents (B) problems might arise when manager and subordinate are from different cultures. Grennes (2003) claim that it is easier for Scandinavian managers to work with Scandinavians due to that they already know the culture and therefore share some basic values and have a common pre-understanding.

Respondent (E) mean that Scandinavian managers have much focus on the subordinates well being. This is something both Aarum-Andersen (2005) and Czarinawska-Joerges (1993) claims as an important part of Scandinavian manager attributes. Aarum-Andersen (2005) argues for the well being in form of having good relations between the manager and subordinate and that this creates a positive work-climate. Czarinawska-Joerges (1993) mean that well being is possible if the manager perceive subordinates as a main resources and the leadership in use are based on ideas. We think these manager attributes will improve subordinates well being.
7. Conclusions

In this chapter we will present our conclusions of the theoretical, empirical and analysis work in this thesis. This in accordance to our three elements and a general conclusion with a holistic view on the whole work. Finally we give some suggestions of further research.

The purpose of this study was to provide useful knowledge in order to achieve a better cooperation and understanding between Indians and Scandinavians when working together in organizations. As Scandinavian managers in an Indian context experience their environment as different from their home ditto. The three main elements, Values in society, organizational culture and manage attribute, that we have been using throughout this study have all led to conclusions. These are both general, as it contains all of them and specific for each element.

Figure 4: Elements of managerial behavior, (Our own construction after Lindell & Arvonen (in Jönsson 1996))
7.1 Organizational culture

We found that well-being is a concern for many Scandinavian managers. We found that Indian subordinates are positive on such activities. We believe that there still is much to be done in order to create well-being amongst employees at a workplace because of the cultural differences. Further we think it is important to be aware of what interests Indian have in these activities and not only “import” the Scandinavian tradition with office-parties. Well-being might be created in many ways that we did not find very often during our study in India, such as personal development talks, kick-off activities and so on.

The Scandinavian process oriented way of working and structuring work is not very successful in India. If a manager tries to maintain the Scandinavian way of working when moving to India one need to be at a workplace where the organizational culture is very strong. A strong organizational culture facilitates structure, rules and standardization that support a Scandinavian manager to be “more Scandinavian” in terms of planning and process oriented working. This is distinct in larger, world wide corporations where standardization in way of working and culture is higher.

Another concern for Scandinavian managers when working in India is the major differences in organizational structure. As Scandinavians prefer flat organizations and Indians are used to a hierarchical system. We found that these mix of structuring organizations results in a matrix organization which works in Swedish companies in India. This could be a proof for adjusting and compromising in order to adapt to each other.

7.2 Values in society

In order to be able to work with Scandinavian management in India it is important to be aware of different factors. It is not only the Scandinavian way of working, they have to understand the local ways, the language, the as well as the behaviour of the people. It is also important to keep in mind that the Scandinavian way of managing which is considered successful in Scandinavia, might not be so in other cultural contexts.
The time-issue may appear trivial to those who have not experience such problems themselves. As Scandinavians and Indians have different perceptions of time this implies major consequences for Scandinavian managers in India. To handle this some managers keep several hours of unplanned time in their almanacs. This appears very inefficient as the daily work tends to be of fire-fighting character and less of structured long term work. To have managers working in an inefficient way is likely to be costly for the organization. When working as a Scandinavian manager in India some adaptations within your organization can be made, meanwhile it is very difficult to adapt the entire society to be on time. The cure for Scandinavian managers will be to adapt the Indian pace as far as it is possible in this manner.

We found that the caste system do not affect Scandinavian managers when working in Swedish organizations in India. Religion does not cause any problems aside from co-ordinating the workforce different holidays.

### 7.3 Manager attribute

During our study we found that neither Scandinavians nor Indians like to take decisions themselves, but for different reasons. Scandinavians likes to make sure that as many co-workers as possible agree with the decision. We interpret this as quest for consensus. Indians do not take decisions as it is perceived as a risk taking and rather let a superior make the decision. There is an expectation on Scandinavian managers to make detailed decisions to a large existent.

Cultural differences, like the one regarding decision making are ground for misunderstandings and sometimes conflicts. Scandinavians tends to avoid conflicts. On the other hand, Indians do not hesitate to take on a heavy argumentation on a trivial subject, but can well be friends five minutes later. Our conclusion is that Scandinavian managers in India must be prepared to take on conflicts without remembering of things long past.
7.4 General conclusions

In our study we found that managers who are successful in Scandinavia do not necessarily have to be so in India. We think this is because of the differences in organization of the work and in the matters of hierarchy. This is due to cultural and traditional differences. The ability to adapt the Indian way as a Scandinavian manager is the key to success. This finding is supported in theory by Lindell & Arvonen.

![Figure 5: Graphics on mutual cultural adaptation (Own construction)](image)

As seen in the figure above, the Scandinavian culture of management is not to be perceived as a middle way or suitable in all situations. Rather the Scandinavian and Indian ways are to be considered polarities and to some extent opposites. Because of this Scandinavian managers working in India have to understand the Indian culture and adapt some parts of the managerial work to be able to manage Indian subordinates. But important for a manager is also to motivate the Indian subordinates to adapt to the Scandinavian management style. This adaptation can be illustrated as the arrows that point towards the middle. This middle is of course a “fluent” state where collaboration and co-operation is functioning without major problems. One of the main issues here is that everyone can benefit in terms of results if being perceptive to its cultural context.
One of the major differences according to cultural contexts is the perceptions of time. To work with the time issue can be a good first step in the process of mutual adaptation. This process is what we consider as a natural step in order to be able to use the Scandinavian management style in Swedish companies located within India today. To mention the time issue it can for example be described as everything can be fixed in India, by tomorrow five o’clock that is.

7.5 Suggestions for further research

While doing this study many interesting questions crossed our minds. There are two issues that we found particularly interesting. The first one is regarding decision making. We found it interesting that two widely separated cultures share the same problem, thus different motives. We believe that this is a subject that needs more attention. The second suggestion would be a study on what Scandinavians could learn from Indian business culture that could be successfully implemented in Scandinavia.
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APPENDIX 1

Interview guide

Introduction
- Name, title
- Position in the organization
- Tell me about your work
- How long time have you been working in India
- How come you are here, why India?
- What are your daily challenges as a manager?

Values of the Indian society
- How do you experience to live in the Indian society?
- Are there any particular values, norms, behaviours in the Indian society that are affecting you in everyday life?
- In what way have you adopted/changed your behaviour in order “to fit in” to the Indian society?
- How do you experience religions in India?
- Do you notice the caste system? In what way?

Organizational culture
- Does your workplace/company have “a specific culture”, values or slogans? What are they?
- How do these values appear?
- Does this workplace have any collective activities?
- How are these perceived?

Manager attribute
- Have you changed your way of managing since you started to work with Indians?
- What is your strength as a leader
- Could you please describe your management style?
- What part of your “management-style” is it that your colleagues appreciate most?
- What do you think is typical Scandinavian management behavior? Why?
- How is the Scandinavian management concept working in an Indian context?