

AALBORG UNIVERSITY



The Faculty of Social Sciences and Humanities

Thesis Topic:

“The Evolution of Leadership styles During Internationalization: A Case
Study of LTIMindtree”

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Abstract

The presentation that follows is about how leadership styles evolve during international expansion. This is an important topic because most of the literature which is lightly reviewed in this thesis focuses on personality traits which is a challenge from this author's point of view as it does not explain leadership from an emerging economy perspective, in this case India. After a light review of the literature, it is clear that personality traits and context are important aspects determining how leaders influence organization and in so doing how leaders evolve.

The research design of this thesis is inspired by grounded theory (Strauss and Corbin), which encourages researchers to do a light literature review and focus on allowing the insights to emerge from data.

This author has discovered that the Indian MNEs tend to overtly focus on operations, their idea of leadership revolves around functions and roles. This is particularly interesting in relation to the leadership discourse currently being undertaken, which implies the building of human capacity perspective. This thesis has found that an overt focus appears to be on the Indian MNEs relating to functions and operations, whereas the literature is overtly discussing human capacity. The conclusion of this thesis points to encouraging the Indian MNEs to consider moving away from an overt preoccupation on functions and roles towards focusing on capacity building.

Chapter 1

Introduction

1.1 General Context

Leadership is a very inspiring topic, it deals with the human nature, it deals with human psychology, and it deals with how human beings organize themselves and how leaders engage with work. Leadership is that concept, which lies everywhere in every aspect of life. We have leaders in our family, schools, institutions. leadership is not just an organizational implemented concept, infact it's being widely accepted in diverse contexts. Leadership can be understood as guiding, motivating, encouraging, exploring the best outcome to a stated objective.

In recent times, one has seen that the leadership thinking has been dominated by psychology, under themes such as personality traits (Hill and Bartol 2016), (Khalili 2017), (Conger 2014). My interests lead me to exploring the notion of leadership from an Indian MNEs perspective who is trying to expand its horizons internationally. I am trying to understand what their leadership techniques are, how do they perceive leadership, how (Multinational National Enterprises) MNEs in India evolve their leadership styles during expansion and what do they consider important as being a leader?

1.2 Problem Formulation

Thus far, leadership research has explored how large organizations use leaders to achieve their goals. This discourse has primarily focused at large organizations from advanced economies, there is little research that considers leadership and how leadership drives the internationalization process from an emerging economy perspective. India being the fifth largest economy in the world has very large MNEs and their strategy to expand into different parts of the world has been recognized. However, what is yet to be explored how leadership styles in these large MNE's from India impact the internationalization strategies of the organizations. For instance, the takeover of Jaguar by TATA motors, the takeover of Aslор Europe largest steel manufacturer by Mittal and the expansion of the Indian service industries into all aspects of technology service provision. All of these indicate that a systematic and thorough investigation needs to be done on the role leadership plays in the internationalization of Indian MNEs.

In leadership theory the problem has been formulated as a strong man thinking meaning a leader is up ahead, he knows everything, he knows the answers for everything, he is intelligent (Conger 2014). Emerging Economy MNEs like LTIMindtree (Larsen & Toubro Infotech), when they go overseas, they need to adapt to leadership style if they want to sustain in new market for a longer period of time. It goes without saying that it is a challenge to align the leadership styles of emerging economy and developed economy. For doing that effectively, there is need to be a good awareness about good leadership in new business environments such as Denmark. Therefore, the challenge is how to identify these styles, what works in India as leadership styles may not work in Denmark, how leaders evolve their leading style. The case of LTIMindtree is one of overcoming these challenges as they expanded in Denmark. How did they do that, how did they identify what leadership styles works for Denmark and how to improve it further are all challenges that L&T must have addressed. Leadership is that aspect of internationalization which requires lot of attention.

And because leadership is critical part of any organization which involves humans. So, there is a need to find about the appropriate leadership style that can actually help organizations to grow well. It is, therefore, interesting for me to explore what leadership styles, were they aware of in their expansion in Denmark. The major challenge with emerging economy MNE is to find a good mix of leadership style between them and developed economy and for me it is very interesting to explore in my thesis about this effective leadership, appropriate leadership style and continuous changing leading style.

But what are the challenges that Indian MNEs leaders face. It is interesting to study because they have a particular cultural context and their cultural context being a very old society with competing lots of institutions, they have a particular way to look at the world. I want to understand what their leadership styles are if they have a unique style and how Indian MNEs leaders evolve their style. This challenge of aligning different leading style between different cultural context has not been studied very deeply yet. Therefore, this study intends to explore about evolving Indian MNEs leaders' leading style during internationalization.

1.3 Research Question

How do Indian MNEs evolve their leadership styles during international expansion, using the case of LTIMindtree (Larsen and Toubro Infotech) growth in Denmark?

1.4 Disclaimer

In this presentation of the work, I want to share with the reader the following limitations:

- (1) My English written language is not optimum, it could at times appear unscientific. I want the reader to understand that my lack of written language skill is not a reflection of my understanding of the scientific method or insights related to leadership.
- (2) I want to impress on the reader that my approach to this thesis is empirically heavy and that the literature is used as a scoping technique and not a framing strategy.
- (3) My data collection though limited further suffers from the weakness that only one chance to interview was available. Therefore, it does not strictly fall into grounded theory frame where the same subject is to be interviewed multiple times for clarification. This author did not have the time to access the interviewees as frequently. This implies that the analysis to some extent may be based on a weak base line due to limited number of interviews.
- (4) Synthesis in this thesis should be looked at from a perspective of trying to understand the leadership discourse from an emerging economy perspective.

1.5 Structure of the thesis

This thesis is structured as follows: -

Chapter 2

In this chapter, the focus is on literature review, this author in this section reveals a strategy that the author has used to do the literature review. **This** author has approximately reviewed 35 peer-reviewed articles, out of which, nine articles have been identified as being closely aligned to the research question. Then this author has extensively addressed each of the nine articles in a three-step process. The first step is to describe the peer-reviewed article and the research and the finding of that research in a descriptive way. The second step is to debate the author analytically, the third step is to provide a critique to the authors position and provide an alternate view supported by this author (Klaubert Patricia Sabrina 2019), (Eilitz Guillermo and Vichtenberger Lotta 2018), (Steffen Vena and Stoller Anna 2018), (Webeler Theresa 2021),(Atanassov C. Julian n.d.). Further, I develop a theoretical framework to understand the state of the art

Chapter 3

Is about methods, it's about my research design, how I have conducted my research. How I have used NVIVO software for my analysis. What are the necessary steps I have taken into consideration for my scientific inquiry? I will show the reader how I done free coding, axial coding, and high-level coding pictorially. This chapter is about the summary of the process, this chapter deals with the necessary steps that I have incorporated for writing my report.

Chapter 4

It is about case study story telling. Here, I will tell the reader about my case study company in detail. I will narrate the whole experience in a story telling way substantiating it with interviewees conversations. Here, I will tell the reader about the company history in detail. About the status of the company.

Chapter 5

I will do the analysis of the case study storytelling. In this chapter, I will try to go deep into the conversations that interviewees were saying. I will try to reflect about interviewees conversations and look for insights by going beyond their words, phrases, or sentences that they are trying to say.

Chapter 6

Is synthesis, where I synthesized my theoretical framework and empirical framework. Where my theoretical framework came out from my literature review, and empirical framework came out from empirical data that I have collected through my interviews. Chapter eight is about discussion and conclusion, where I concluded my remarks for my whole thesis.

Chapter 7

In this chapter I will discuss various International Business Theories in relation to my research. I will also tell the reader about the implications of my findings for Industry and Academia. Then, I will discuss about the limitations of my thesis following with the concluding remarks.

Chapter 2

Literature Review

2.1 Introduction

My approach to a literature review will be to distinguish relevant literature that will have an alignment with my research question from those pieces of research papers that talk in very general terms about leadership. Here in this introduction section, I will tell the reader about my process, of how I am going to do a literature review. I tend to choose those authors who are closely align with my research question. I will give extra attention to these authors. I will write three paragraphs per author which align to my research inquiry, I have identified nine such authors. In my first paragraph I will talk about the authors study, investigation, findings, and conclusions. In my second paragraph, I will debate with the author that I cited in my first paragraph. And in my last paragraph, I will take my position based on my understanding and literature search.

In this, I will tell the reader about the term ‘spotting’, (Klaubert Patricia Sabrina 2019) (Eilitz Guillermo and Vichtenberger Lotta 2018) (Steffen Vena and Stoller Anna 2018) (Webeler Theresa 2021) what is it? and why I have done spotting? Why do I think, the way I did my Literature Review is important? Spotting is about doing review of those articles which completely align with my thematic research area and in my research, there are two themes leadership styles and its impact on internationalization. Spotting is important because it gives us the pattern of research, it helps us in identifying the knowledge gap in the existing literature. Spotting helps us to stick to our purpose of inquiry, research question and then look for relevant literatures. This process helps the reader to analyze how investigator has reached to his conclusion. By doing literature review in a systematic way, gives the glimpse of clarity in the process of scientific inquiry. It shows how one step is connected to other.

2.2 State of the Art

In my literature review, in Section 2.2, I have done spotting of (Avolio J. Bruce and Hannah T. Sean 2020) whose main idea in relation to leaders are ‘‘whether a leader is born or made’’. Next set of authors (Reiche et al. 2017) who did research on global leadership as a style in the context of International Business. Authors (Hill and Bartol 2016) talked about ‘‘empowering leadership’’ in the context of internationalization where teams are physically dispersed.

Another spot authors like (Khalili 2017) talked about ‘‘creative and innovative leadership’’ and its impact on company’s employees. Authors (Raei and Rasmussen 2022) researched about adaptive leadership in a global economy. Authors like (Conger 2014) talked about the qualities of a ‘‘charismatic leadership’’. Authors like (Cotae 2013) studied about impact of leadership on internationalization. Authors (Ramamurthi Ramakrishnan et al. 2021)(Ramamurthi Ramakrishnan et al. 2021) did research on ‘‘various organizational factors that affect the process of internationalization’’. (Chittoor Raveendra and Aulakh S. Preet 2017) ‘‘micro foundations of firm internationalization: the owner CEO effect’’, where authors studied about how leaders can affect the process of internationalization.

2.2.1 Evolutionary Potential

In the article leaders are born or made (Avolio J. Bruce and Hannah T. Sean 2020) ‘the author addresses a foundational idea of leadership discourse which deals with nature of nurture. This debate continues to enrich our understanding of leader and has evolved into several unique arguments (Avolio J. Bruce and Hannah T. Sean 2020). In the article the author states that 30% of leaders are born and remaining 70% are made. Their research pointed to the higher likelihood of leaders turning out to be leaders due to the idea of nurturing. These authors have come up with one model which is known as ‘‘**Be-Know-Do**’’ model, where ‘‘Be’’ reflects that first a leader should reflect on its current self, current personality traits, leaders’ temperament, abilities, and skills including all those experiences that a leader had in past. ‘‘Know’’ is related to what a leader has learnt and incorporated in his/her way to lead others and last ‘‘Do’’ implies that how a leader is trying his best to influence others positively.

This discourse revolves around the idea of whether leaders are nurtured, or nature gives them the benefit of becoming a leader. Where, nature represents that leader are born and nurture represents leaders are being made. Let’s for once consider the notion of nature, in the leadership literature debate, the nurture argument suggests that genetics and its organization influence the making of a leader. This idea disregards the role of environment, social ecosystem, institutions, organizations, for as experience, has indicated, that nurture have a larger impact on how human beings evolve (Avolio J. Bruce and Hannah T. Sean 2020). By disregarding the overt influence on nurture, this debate focuses entirely on nature which is a problematic position. The author agrees that nurture is a more powerful and analytical framework through which we can understand the leadership theorizing.

Above conversation is about nature and nurture of leaders. Here, is the time for the author to take her point of view, what's she thinks about the whole debate in relation to whether leaders are born or made. Author agrees with the above-mentioned argument, that leaders are made not born. It is not me alone, there are some other authors like (Prasad and Swaroop K.R. 2013) in their piece of research also came up with the same findings that good leaders are made not born. Another research which has been done by (F. Marques 2010) on 'Awakened leadership' gives us the same insight that leaders are born just like as other humans are born, leaders are made through life experiences while they are growing up.

2.2.2 Context is King

Authors like (Reiche et al. 2017) in their article 'contextualizing leadership: A typology of global leadership roles' and in this article authors focus is on contextualizing leadership roles in the field of international business. Where authors focused on global leadership as a style in the context of international business. Where they define global leadership is all about understanding the global context, look for challenges and then identify which leadership style or theory will going to work in that specific context. So, according to authors, leadership styles in international business is all about understanding the context first and then figure out which leadership style will suit the best at this situation, environment, or context. Global leaders' responsibilities are completely different from local or domestic leaders, because in case of global leaders, leaders have to focus on people which are spread worldwide, where they need to manage variety of cultures. Authors findings in their piece of research is that in case of global leadership, context is the king who determines the appropriate style of leadership that needs to be taken into consideration. And the idea of doing this piece of research on leadership styles in the field of international business is because enough research has not been done in this combination.

The above-mentioned discourse talks about the importance of context in relation to international business. In this author's view context is a frame of reference that has the potential to influence all aspects of the leaders' ecosystems. Here, the authors are trying to explore the importance of context while doing international business. This author proposes that context is very important for every leader to understand because it changes very fast, and leader has to think according to context. This implies that the leader has to be part of the context, meaning the leader has to experience exactly the same phenomenon and dynamics of the frame of reference about which he is required to demonstrate leadership traits. According to me, context

is that space where challenges are taking place, where a phenomenon is occurring. Context is so volatile that it can change at any point of time. And for that being embedded of a leader in that situation and context is very crucial. So, as being a leader whether his job is related to doing international business or domestic business, a leader has to be aware about his/her context and be embedded in situation. Only then a leader will get success in achieving his/her targets.

Based on the conversation above about global leadership and understanding the context for doing international business. Author up to some extent do agree with the fact that context is important. But context in itself is useless if the leader is not embedded. Any kind of leadership is dependent on the embeddedness, meaning he has to be experiencing the same phenomenon as his fellow colleagues in a particular instance. Embeddedness is critical for determining which type of leadership style will work in what situation. (R. Goffee and G. Jones n.d.) (R. Gill 2001) (M.J. Higgs 2003) (Higgs, M.J., and D. Rowland 2003) in (Dulewicz Victor and Higgs Malcolm 2005) also believe in the fact “it’s all about the link between leadership styles and context”. (Dulewicz Victor and Higgs Malcolm 2005) pointed out in their research “importance of each type of leadership style is dependent on context where leadership is being exercised. (Cacioppe 1997) says the same thing which is one of the most effective and best leadership is where leaders focus on the current or immediate situation. Main responsibility of a leader is to being observant about his/her current environment.

2.2.3 Collaboration in Dispersed teams

Authors like (Hill and Bartol 2016), in their article “Empowering Leadership and Effective Collaboration in Geographically Dispersed Teams” talked about in this world of globalization, where organizations want to expand or internationalize their operations worldwide, where teams are geographically dispersed and where all the team members have to rely on virtual or online meetings. There is an emergence of different leadership style which is known as “Empowering Leadership”. The role of empowering leader is to keep her/his employees empowered during the whole process of internationalization. Empowered leaders should have the courage to empower employees which can improve or enhance their performance, while team members are participating on virtual team meetings. And in their piece of research authors found out that, empowering leadership is a very crucial team contextual factor for helping its team members while they are doing online or virtual meeting for improving their productivity,

performance, and results. Empowering leadership helps in improving the individual performance while working towards achieving a common organizational goal.

Above mentioned conversation, focus on the empowering leadership style when the team is physically dispersed. When the team is physically dispersed, there is a need for a leader with positive attitude, motivated so that leader can boost up his/her employees' motivation to work in a much better way. Author believes in the fact that, when there is physical distance between the team members it is so hard to understand what another person is feeling. Because when we are talking to people who are not physically close to each other, then sometimes it's quite hard for other person to understand their emotions, body language, signals through various body posture and in that case, sometimes other team members feel demotivated to talk or I could say not feel that enthusiastic in having a conversation. And in this scenario, we need good leaders who can help their team members who can keep them alive, positive, and enthusiastic. This is a pre-requisite specially when a firm is in the process of expansion or internationalization whose team is geographically dispersed, for these kinds of international organizations we really need good leaders who can maintain good individual performance. But author believes that there is not any one way to lead physically dispersed teams, for that reason we cannot say that only 'Empowering Leadership' style of leading is accepted while teams are physically dispersed. And that's why it is advisable for leaders to understand the context and then accordingly decide which leading style they want to choose.

Based on above – mentioned discussions author does not agree with the findings that there is a need for empowering leadership instead author proposes the idea of positive leadership. The argument being in dispersed teams when everything is virtual it is very difficult to communicate empowerment whereas, it is easier to communicate positivity. Empowerment is a individual self-generating belief about himself and he wants others to have the same benefit. Whereas positive leadership is the mechanisms that effects empowerment and thus should be a most powerful impact. In effect, this author argues that positivity creates empowerment and not the other way round (R. Goffee and G. Jones n.d.) (R. Gill 2001) (M.J. Higgs 2003) (Higgs et al. 2003) in (Dulewicz Victor and Higgs Malcolm 2005).

2.2.4 Innovative leadership

Authors like (Khalili 2017), in his article ‘‘Creative and Innovative Leadership: Measurement development and Validation’’, talk about different leadership styles. In this piece of research author discussed about transformational leadership theory, change oriented leadership theory, innovation champion theory, leader-member exchange theory, authentic leadership theory. Author has taken into consideration these different types of theories because author think that all these theories are related to creative and innovative leadership style. In this article, author tried to make a new theory and to validate the existing theories which can be correlated up to some extent with creative and innovative leadership style. And with his findings, author came up with the conclusion that, creative and innovative leadership style has a positive impact on employee’s creative thoughts and innovative behavior. In today’s time of globalization, where everything changes very fast, where everything is uncertain and very volatile all these factors are putting immense pressure on businesses to become more creative, dynamic, and innovative for their sustainable growth. Which at last, give birth to the effective leadership style.

Above-mentioned discourse talks about different types of leadership styles, author mentioned about different types of leadership styles like creative, innovative, transformational, change oriented theory, leader-member exchange and all of these theories are meant to achieve common goal and to make employees work in a more creative and innovative way. Author personally believes that for employees to think creatively and innovatively, and for achieving good results a leader has to be empowered from within, only then he will be able to motivate his team members. No matter whether leader is implementing creative leadership style, innovative, transformational leadership style, first leader has to focus on making himself more empowered and embedded.

This author believes that creative and innovative behavior of leaders lead to employee’s creativity and innovativeness, but along with creative and innovative behavior of leader, empowering leadership is the one which encourages employees to be more creative and innovative. For encouraging followers to be more creative and innovative, leaders must be more empowered and enthusiastic in themselves for making employees intrinsically motivated towards the achievement of common goal. Authors like (Tian and Zhang 2020) in their piece of research came up with the finding that leadership style has an impact on the innovative behavior of employees.

2.2.5 Adaptive Leadership

Authors (Raei and Rasmussen 2022) in their article about “adaptive leadership in a global economy”, put some light on what adaptive leadership is about? Why do we need this kind of leader in our society? And authors came up with the findings that in today’s global world where everything is changing so rapidly, where all problems, challenges, obstacles are interrelated with each other. In this era of globalization, nothing exists in isolation, everything is interconnected or interlinked to each other in some way or the other. In that case sometimes it’s very hard for leaders to identify a particular problem and then explore a solution for that. And for doing that, we need a systematic approach of leadership and authors believe that adaptive leadership is a good way of dealing with all kinds of uncertainties and immediate complexities that exists in environment. Authors in their piece of research also came up with this finding that, if a leader is in the process of identifying a problem, then he must need to understand that context comes first. And then start the process of identifying a problem and looking for a solution towards that. This concept of adaptive leadership is introduced by (Ronald Heifetz, 1994) which means “adaptive leadership is a set of practices that intends to help groups, societies, and organizations to address the complexities that are increasing in our society”.

In the above-mentioned discourse, main theme of their article is “Adaptive Leadership”. Adaptive leadership is about when leaders need to adapt or change their leading style according to the situation. Adaptive leadership style is more related to sensitivity of the leader to judge a particular situation and determine the best way forward. This best way forward the article above calls it as adaptive leadership. Adaptive leadership needs to presuppose the leader’s sensitivity and awareness about a context and leaders’ knowledge about his immediate environment. The key idea is not that the leaders need to adapt but rather the leaders need to be sensitive enough to learn when adapting is necessary.

Under this section, I would like to take my position that determines the leadership style based on the context is not enough, more than this it’s about leader’s sensitivity in that context. Authors like (Reiche et al. 2017) in their piece of research found out focus should be given on sensitivity of a leader into a specific context rather than by understanding a context. Another set of authors like (Dulewicz Victor and Higgs Malcolm 2005) done some research and came

up with the findings that good and effective type of leadership is dependent on how much a leader is embedded in his context.

2.2.6 Visionary Leadership

Author (Conger 2014) in his article talks about ‘Charismatic Leadership’, where he identified various features that a charismatic leader should possess. According to this author findings, a charismatic leader is one who possess skills like sensitivity towards context, sensitivity in understanding the emotional needs and abilities of his followers, leaders who are visionary, who are proactive rather than reactive, who wants to change the scenario of being in status quo, who wants to change as and when any situation arises, charismatic leaders are unconventional, who likes to take risk, and which can correlate the followers interests with the organizational goals. Author has defined leadership styles in 3 stages: - first stage consists of leader’s awareness to his immediate environment, second stage is about, identifying organizational goals and make the plans for achieving those goals, at last third stage is about integration of follower’s interests with organizations overall goals. This is all about author’s findings in relation to charismatic leadership and various stages of leadership.

After reading the above discourse, main idea of the article is ‘Charismatic Leadership’. This author has specifically focused on one type of leadership which is ‘charismatic leadership’. And author in his research is claiming that a charismatic leader is one who possess qualities like ‘contextually embedded, risk-taking, visionary, unconventional, who understands the followers’ abilities and emotions, who possess positive attitude/mindset, who works with his followers for achieving the organizational goals etc. As being a author it is agreeable to me up to some extent, because all these qualities are necessary for a leader to possess. But these qualities are necessary for every kind of leadership, whether it is transactional leadership, transformational leadership, awakened leadership, or charismatic leadership etc. Transactional leadership will focus on how to achieve organizational goals, transformational leadership will focus on how to transform their followers so that together a leader can achieve its organizational goals, awakened leadership is about when a leader is completely aware about a situation and accordingly, he acts. So, for me it’s very difficult to segregate between different kinds of leadership styles, how one style of leadership is completely different from another style of leadership when each one of them is focusing on achieving the organizational goals.

And more than that, it's about which leadership style will work in what situation. A leadership style has to be dependent on vision.

This author while agreeing that charismatic leadership is an important concept. It is not the most effective understanding of how charisma is transmitted. This author argues that leaders need to possess the ability to create a vision and by doing so and in combination with other leadership traits stated above the leader demonstrates charismatic style of leadership. This author proposes a leader inculcating of visionary skills as an important ingredient to become a charismatic leader (Reiche et al. 2017).

2.2.7 leaders and Internationalization

Author (Cotae 2013) in his article ‘‘internationalization and leadership’’, mentioned that leadership is immensely important for internationalization. In this author, is trying to say that due to increasing globalization, desire of achieving growth, to have a good market share, to be sustainable in the market for a longer period of time, desire to expand operations in international market, goal to achieve better financial results has put immense pressure on companies to internationalize. And to make the process of internationalization successful, we need good leaders in the company for the execution of that process. Because leaders are responsible for allocating resources or postponing of further expansion. Based on this article, the concept of leadership is considered to be as best when it comes to address organizational decisions that are related to internationalization. In this, author discussed about one process of internationalization which is called as **‘‘The General Sigmoid 3 - Stage Model of internationalization (Figure 1)’’**, where 1st stage represents the early internationalization, in which firms generally incur costs, when they start their expansion in an international market, then 2nd stage represents the later internationalization phase, where firms start to recover their costs that they had spent during 1st stage, because at 2nd stage firm reaches at the superior results from where the firms start earning reasonable amount of money. And then finally, the 3rd stage come which is called as excessive internationalization, and this stage is still doesn't have concrete explanation, the exact definition of 3rd phase is presently under the debate, because once a firm reaches to the level of internationalization it starts becoming negative or counterproductive. The main crux of this article is for getting successful results from the international operations will be the result of good/appropriate leadership styles. And author has suggested some of the specific leadership styles which are discovered for internationalization.

These leadership styles are Sustainable leadership, Situational Leadership, Transformational, Transactional, Distributed/Shared, Relational, Ethical, Spiritual and Ethical Leadership. Author came up with the findings that Sustainable, Relational and Ethical leadership are the leadership styles which has the maximum impact on internationalization among all the other types of leadership on the basis of their different features.

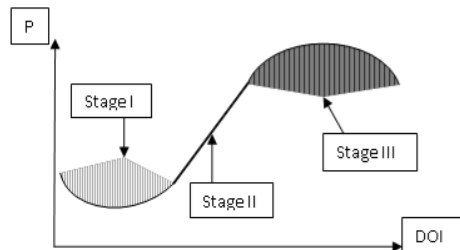


Figure 1: - The General Sigmoid 3-Stage Model

If this author considers the impact of leadership styles on internationalization, am an also a hard-core believer of this relationship that leadership styles impact internationalization completely. Because ultimately, it's the leader who is responsible for allocating resources, taking decisions and making changes. There is limited research in area of leadership styles that suits best for the process of internationalization. This relationship of leadership styles and internationalization is under the process of exploration. Authors have suggested nine types of leadership styles, but out of them only 3 leadership styles are well suited for internationalization. Which are sustainable, relational, and ethical leadership. This author argues that in addition research allocating leader should be an additional aspect of this research.

Based on above-mentioned discourse, this author agrees with the general thrust of the argument that for internationalization three aspects are critical, however, the author proposes a fourth aspect which influences internationalization which is resource allocation (A.D. and Dongen 2014).

2.2.8 Leadership in International Operations

Authors (Ramamurthi Ramakrishnan et al. 2021) in their piece of research ‘‘organizational factors influencing internationalization of Indian manufacturing companies: An empirical Analysis’’, talked about various organizational factors that can have an effect on the process of internationalization. Authors taken into consideration 6 factors which are leadership commitment, role of the board, team effectiveness, competitiveness, international acquisitions,

and organizational resources. These mentioned organizational factors determine the Degree of Internationalization (DOI). The reason why authors have chosen an emerging economy country like India is because from the last two decades emerging economies are the one who are doing maximum international expansion. Yet, these are not the only factors that impact the process of internationalization, there are some internal as well as external factors along with these factors. The desire to go to abroad and expand operations internationally is completely dependent on the top management leaders. And for that we need full leadership commitment, where a leader is responsible for guiding and motivating its followers, allocating proper resources, making a plan for achieving a common goal. Then it's also about the role of board during internationalization because board's prior experience, their exposure, their global mindset, ability, and desire to expand internationally plays a very crucial role. Another factor that author found out is 'competitiveness', having the element of being competitive is very important for internationalization, because at some point of time firms have to deal with their competitors. Then there is another factor called 'team effectiveness' which means how much members of a team are effective to deal with the process of internationalization. How much dedicated team members are towards achieving a common goal, how effectively they are working towards a common goal. Just like as other 'international acquisitions' are considered as other form of factors that can impact international expansion. Generally, for emerging economies organizations it's heard that, most widely known way of entering a foreign market is through acquisitions (R.A, Burgelman n.d.) in (Ramamurthi Ramakrishnan et al. 2021). Then last factor that authors have taken into consideration is 'organizational resources', where authors think that process of doing internationalization is dependent on how much resources a firm possess to expand its operations. Because without adequate and sufficient number of resources it's impossible to internationalize.

In the above-mentioned section, I wrote about factors that can impact the process of internationalization. Authors in their findings, concluded that there are 6 factors which have a direct impact on international expansion which are leadership commitment, role of the board, team effectiveness, competitiveness, international acquisitions, and organizational resources. I agree with the authors up to some extent that there are some factors in organizations that can actually affect the process of internationalization. There are internal as well as external factors in any organizations which impact the process of expansion. Internal factors like organizations availability of resources, staff, availability of funds and most importantly desire of top leaders to enter into foreign market. External factors like level of competition, availability of suppliers,

government rules and regulations, import and export duty, taxation issues in that foreign market. So, I agree that there are factors which impact the process of internationalization. But I don't agree that these are the only 6 factors which can have impact on expansion, like I mentioned there are various set of internal as well as external factors that affect international expansion. But I strongly believe that the role of board or top leaders can have a big or huge impact on internationalization. Because ultimately these are the one who has to decide everything on behalf of whole organization. These are the people who are responsible for taking important decisions. These are the people who know the vision of any organization.

This author agrees with the factors stated above, however upon reflection these are not comprehensive factors and more could be added. This author proposes that the success of international expansion also lies in the specific personality combinations of a board room of the internationalizing entity (Cotae 2013)

2.2.9 Aligning Leadership Roles with Styles

There are some pieces of research in the area of impact of CEO on firm internationalization. For instance, authors like (Chittoor Raveendra and Aulakh S. Preet 2017) in their article called 'micro foundations of firm internationalization: the owner CEO effect', whose main purpose is to identify the impact or effect of CEO of a company as a leader on the process of organization's internationalization. Its more about the qualities of a leader, which helps a firm to expand internationally. His attitude towards solving a challenge, how much positive a leader is, how much risk-taking he is. In today's scenario, the trend of globalization, where every firm wants to go abroad, wants to expand their operations, wants to sustain in international market for a longer period of time, we need to have good leaders for doing that. In their findings authors came up with the fact that we really need to have good leaders when one is thinking of doing internationalization. In this author, focused on behavioral qualities of a leader. Authors put light in this area, because they think that there is not enough research has been done yet while studying the impact of CEO/leader on the process of internationalization. Expansion of operations internationally is very risky and time-consuming process. And for taking effective decisions we need to have appropriate leadership styles. We need those leaders who can think very patiently, who can make their followers agreeable for the achievement towards a common goal.

This author finds the paper's (Chittoor Raveendra and Aulakh S. Preet 2017) argument that CEO as a role is an important function in an organization determining how a leader engages with internationalization. The role of CEO is indeed a representation of the apex in an organization. However, the role doesn't automatically determine the emergence of a leader. There is much more to how a leader emerges than just a label with responsibilities in an organization. This author believes while roles do have an impact on leadership in the long run. It is the identification of leadership style aligned to the role of a CEO that makes the function of the CEO workable in an organization. Different leadership styles have different functionalities for instance, a creative and innovative leader (Khalili 2017) would be more useful in a Research and Development organization. For example, in an organization focusing on international expansion one would want to hire a charismatic leader (Conger 2014). therefore, the CEO role is more an outline of a responsibility, or a set of responsibilities assigned to a role without determining the characteristics of leadership styles. This author is of the opinion that besides the definition of functional roles there needs to be a clear determination of leadership styles that aligns itself to the function and the purpose of the function.

In this section this author would want to state that the key feature of an organization and the determinants of the function of CEO does not automatically create leadership styles in effect, the functions don't create styles. The purpose and leadership style makes the role of the CEO come alive. This author proposes that the identification of leadership styles that best fits the CEO role needs to be better understood and that role doesn't automatically create leaders (Cotae 2013)

Table 1 (Summary of the Positions)

Citations of Authors	Title of the Paper	Personality Traits	Context
Avolio and Hannah, 2020	Leaders are born or made	Nurture	
Reiche et al., 2017	Contextualizing Leadership: A typology of global leadership roles		Embeddedness

Hill and Bartol, 2016	Empowering Leadership and Effective Collaboration in Geographically Dispersed Teams	Positive Leadership	
Khalili, 2017	Creative and Innovative Leadership: Measurement Development and Validation	Empowering Leadership	
Raei and Rasmussen, 2022	Adaptive Leadership in a Global Economy	Sensitivity	
Conger, 2014	Charismatic Leadership	Visionary Leadership	
Cotae, 2013	Internationalization and Leadership		Resource Allocation
Ramamurthi et al., 2021	Organizational Factors influencing internationalization of Indian manufacturing companies: An empirical Analysis	Board Room Personality Traits	
Chittor and Aulakh, 2017	Micro Foundations of firm Internationalization: the owner CEO effect	Leadership Roles	

Table 1: - this table illustrates all the positions this author has taken, and the larger thematic alignment of the position to the dominating discourse such as personality traits and context. This table indicates that there is a dominance in the literature of personality traits.

2.3 Discussion

In my discussion part, I would compile all my positions that I took in literature review to tell a story to the reader in a coherent way, which will give the reader a sense of my findings.

After engaging with the leadership literature two dominating features from the literature emerges, one feature which this author classifies as personality traits seem to play a very dominant role in the conceptualization of leadership in the literature. There are different formulations of these leadership styles that this author has identified. They are nurture, meaning that leadership personality types are nurtured over a long period of time and across a diversity of experiences. The next personality types of this author have identified is positive leadership, in this conceptualization this author wants to suggest an attitude of being positive. From this author's point of view, being positive is also a mindset and a personality type. The next personality trait which this author has identified is empowering leadership meaning a leader who convert people into leaders. A leader who can create capacity to motivate others in achieving their desired goals. Next personality trait, this author has identified is sensitivity meaning a leader who is aware about other people emotions, other people way of working, beliefs, culture, and value system. Next personality trait that author has identified is visionary leadership, meaning when leaders have the ability of foresightedness, when leaders are well prepared for uncertainties. Next personality trait that author has identified is board room personality trait meaning this pertains to how people in the board room make decisions, how they enable other colleagues to share their point of view and how they address critiques in a board room context. The final personality trait appears to be embedded in a role or a function in a company by that this author is trying to explore which personality traits align to a CEO role that gives the CEO role what it is perceived to be. In effect, personality trait such as decision making, clarity of purpose, good communicator, good social networker these are all personality skills that is embedded in the role of CEO while this author is not able to determine precise personality types that fits a CEO role, they key reflection of this author in relation to types and roles is that roles are important frameworks, but it needs to be populated by personality types. In the above positions this author has mentioned different personality types

that populates the role of CEO, and it is these personality types that make the CEO's role an important function in an organization.

The next macro level of conceptualization that appears to be emerging in the literature is the role of context in shaping the leadership debate. First, element of context which author has identified is embeddedness meaning by being in the moment, where leaders take the decisions based on the analysis of their immediate environment. In this case, leaders' decisions are dependent on their current situation. second, element of context this author has identified is resource allocation meaning, distribution of resources is aligned with the objectives of the company, and the leader's clear vision on how to achieve those objectives. In this case, he needs to identify all the resources that is needed for achieving the task and once identified he has to argue for the allocation.

2.4 Theoretical Framework

In figure 1, this author has tried to illustrate how the two dominating themes interact with each other. while it appears that personality traits represented by the larger space in Figure 1 to the left dominates the leadership discourse, it still needs to engage with the less researched theme represented by context and embeddedness on the right side of the circle. The circle itself represents the interaction of these two researched areas, in effect one cannot survive without the other. Implying that for general application purposes this is one phenomenon but from an academic lens, it takes a divergent view.

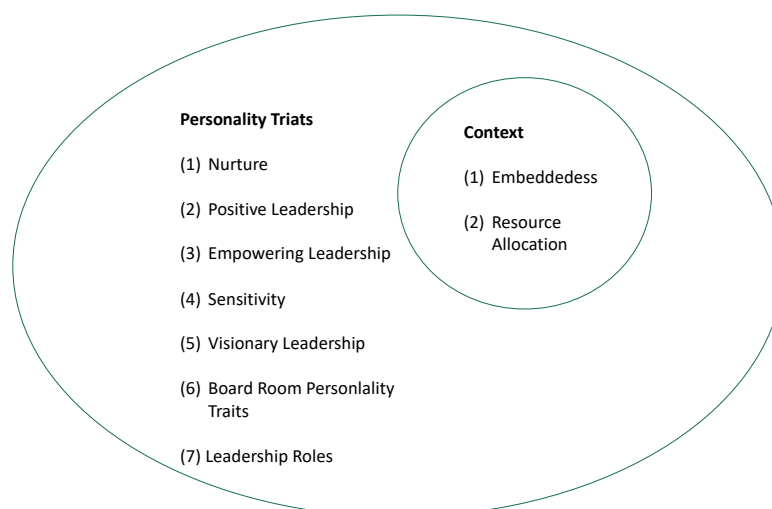


Figure 1: - Theoretical Framework

2.5 Conclusion

In my concluding remarks, “identification of appropriate leadership style and evolving of that leadership style during internationalization” is the main outcome of my literature review. After reading lot of literature and based on my understanding I do believe in the fact that leaders are most important asset for any organization. Leaders are the one who take important decisions for the company. Expansion of business internationally is one of important decision. After doing extensive research on leadership and international expansion, I got to know that there has not been enough research done in the same field as that of my research question.

Now question arises, which type of leadership style is appropriate for internationalization. According to me there is no specific style of leadership that suits to internationalization. A leadership style that suits well for the internationalization is dependent on “contextual embeddedness of a leader”. A leader must be contextually embedded in a specific situation to identify which leadership style he/she should adopt. Contextual embeddedness of a leader will also determine which personality trait a leader should use in a situation. If a leader is very well aware about his style but doesn’t have any awareness about where to apply this style, then it’s not a good trait as being a leader. Each type of leadership style has its own advantages, but when and where to apply which style of leadership is a tricky and I would say it’s the skillful job of a leader, to look out for appropriate situation with the best fit of leadership style.

Chapter – 3

Methods

3.1 Introduction

Here in this section, author will tell the reader about the idea behind her research and how author is going to do her method chapter. Author's research design is the qualitative research design. And author's research is qualitative because it tries to understand the evolution of leadership over a time while LTIMindtree was trying to expand in Denmark.

3.2 Research Philosophy

Author's research philosophy is inspired by grounded theory (Bryant Antony and Charmaz Kathy 2007) (Strauss Anselm and Corbin Juliet 1996) (Sarker Suprateek, Lau Francis, and Sundeep 2001). By grounded theory inspired this author is indicating that she believes the emergence of insights from the empirical contexts and empirical contexts having multiple truths. Grounded theory inspired research design is suggestive of part epistemic (Strauss Anselm and Corbin Juliet 1996). Followed by an inductive part (Bryant Antony and Charmaz Kathy 2007) (Strauss Anselm and Corbin Juliet 1996) (Sarker Suprateek et al. 2001). The epistemic part is represented by a deductive literature review (Chapter – 2 in this thesis) and an inductive part represented by (Chapter- 4,5,6) in this thesis. The literature review acts as a scoping technique and not a framing technique, meaning that the review is meant to tell the reader a broad understanding of the field of leadership without specific correlation. In this case the theory is loose and indicative but not deterministic (Strauss Anselm and Corbin Juliet 1996).

Consequently, this author research design is interpretative in nature. Interpretative means that the truth is evaluated not from a single point of view but from a multiple point of view acknowledging that the world of empirical evidence has many truths (Yin, 1991).

This author would also like to discuss (Epistemology and Ontology approaches to scientific inquiry) (Audi Robert 2010). According to scientific inquiry, knowledge creation occurs in two ways one is epistemology and another one is ontology (Audi Robert 2010). Written works such as published data, transcripts, literature, recorded histories, large data sets that created knowledge is known as Epistemic knowledge. It is a historical perspective about the state of

the art, meaning researchers create knowledge by specifically defining their problem statement and searching epistemic relationship between their problem formulation and that current states of the art when they write their article. Epistemology in effect, is a considered opinion on a subject matter reflecting the state of the art. On the other hand, when we create knowledge, through observations, through real life experiences that created knowledge is termed as ontological knowledge. In my process of scientific inquiry, I am using literature review which will set the stage for my inspired inquiry.

Grounded theory means when the insight for the theory emerges from the data. The philosophical motivation for grounded theory is to address the nature of biasness. Inspired by grounded theory means the coding procedure would be bottom-up whereas the theoretical framework will be applied top-to-bottom. In this inquiry author doesn't wish to develop a theory but want to clarify the theory to emerging economies and evolvement of their leadership styles in emerging economies during the time of international expansion.

3.3 Data Collection

LTIMindtree is an Indian MNE which is based in Mumbai. This company came into existence in 1996, nearly 84,000 people work in LTIMindtree globally. LTIMindtree has more than 307 active clients and 43 offices in over 18 countries. (<https://www.google.com/search?client=safari&rls=en&q=LTImindtree++works+for+how+many+countries%3F&ie=UTF-8&oe=UTF-8>). My approach towards choosing the interviewees were, first this author has reflected about in which direction author's research question is guiding her. Since author's research question is **“How Indian MNE's evolve their leadership styles during international expansion, a case of LTIMindtree (Larsen and Toubro Infotech) growth in Denmark?”**. As we can see in author's above-mentioned research question, it's focusing on evolvement of Indian MNE's leadership styles during international expansion, so that's why this author's intended to choose Indian leaders. Second reason for choosing this company was, needed to have an Indian MNE with its operations in international market. Third reason for choosing this company was, this was the only company that author got in through her networks. This author was not able use her networks in any other company. Based on author's problem formulation, this author wanted to have an Indian company which is from Indian origin, that needed to be work in Denmark. This author needed to choose that Indian MNE whose operations are in Indian market as well as in Danish market. This author had to focus on growth story of LTIMindtree in Denmark because of her research

question. This author has divided her interview questions into four sections: - Clarifying Questions, Exploring Questions, Excavating Questions, and last Summing – up Questions.

3.3.1 Clarifying Questions

In clarifying questions, this author asked very generic and basic questions, about interviewees introduction, how do they find working in Denmark, about interviewees experience. This author intention behind asking these questions were, she wanted to make her interviewees feel comfortable. Because this author was meeting them for the very first time, so according to this author it was a good strategy to start asking questions like this to make them feel friendly.

3.3.2 Exploring Questions

This is the second level in the process of asking questions, where this author asked little deep questions. Author tried to dig deeper into their thoughts. So, in these questions like how's their experience in leading teams, about their leading style, comparison between different leading style according to change of country. This author intention behind asking these questions is to push the conversation little bit towards my area of inquiry.

3.3.3 Excavating Questions

This is next type of question that this author asked, in this this author asked her interviewees to narrate their experiences of leading style during the time of taking important decisions like international expansion. In this author asked questions about how they think that their experiences had evolved their leading style, this author asked them to narrate experiences of leading style in relation to international expansion. Author's motive behind asking these types of questions was, so that she relate their experiences to her research inquiry.

3.3.4 Summing -UP Questions

This is the last type of asking questions in authors interviews, where authors tried to sum up everything by asking three-four questions, to make sure that author has covered everything in relation to her inquiry. Whole interview journey was conversational, even though this author mentioned about asking these four types of questions, but it was conversational. Every time author posed any question to an interviewee, they gave her some information and that point of time this author had to ask questions that were not in her list. The author interviewee process doesn't end here, author also had an unofficial conversation with my interviewees after her work, she used to talk about each other life in Denmark, their family and living style in

Denmark. This after work conversation helped this author in making her relations strong for future and helped her in getting another prospective interviewee for my study.

3.4 Data Analysis

As this is ground theory (Bryant Antony and Charmaz Kathy 2007) (Strauss Anselm and Corbin Juliet 1996) (Sarker Suprateek et al. 2001) inspired work, this author has already explained the process in relation to the data that she has collected in her above section. Here, this author will tell the reader how she has analyzed her data, by using qualitative software NVIVO. In this software she has done three level coding first I did Free Coding, then she did Axial coding and then at last she did high level coding for the refinement of my codes that she generated. In this section she will pictorially explain about my process of doing coding and how she came up with my empirical framework. This author has done coding abductively from ground up in NVIVO. At a very first step this author has imported all her audio files in NVIVO software.

3.4.1 Free Coding

In free coding, first this author listened to the whole interview very carefully, then started doing coding for most of the things that are related to the research inquiry. Whatever part of conversation this author felt like is important for her research, she selected that part and gave it a code (**Figure 1**). In free coding this author basically looks at the phrases or sentences that are related to research question. In her free coding author came up with 173 codes (**Figure 2**).

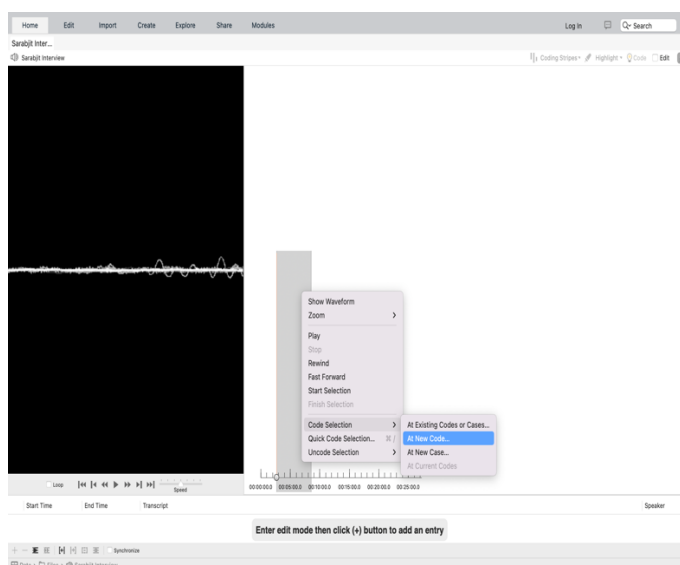


Figure 1: - NVIVO Process of giving codes

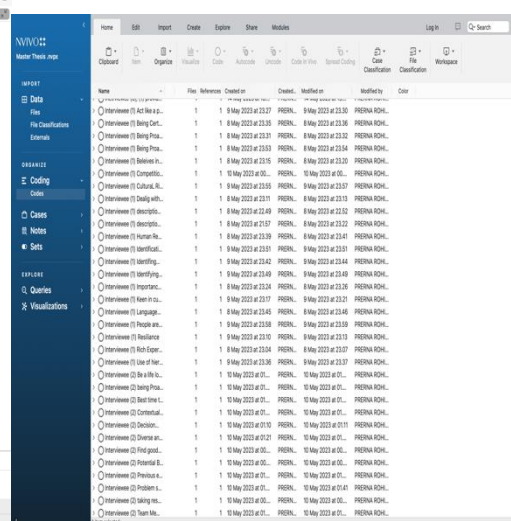


Figure 2: - NVIVO Free Coding

3.4.2 Axial Coding

In this coding, this author tried to make her codes more refine. While doing second level coding, this author reflected upon the codes that she made during her first level coding and then she further refined it. In second level coding, author tried to go beyond the sentences and phrases that interviewee was mentioning, infact in this coding this author tried to understand the intentions by going beyond to the words and try to understand what this interviewee is trying so say by mentioning these specific words or sentences or experiences. After doing this, finally, this author came up with 163 codes (Figure 3).

[illegible]

Figure 3: - NVIVO Axial Coding

3.4.3 High Level Coding

this author did high level coding in a little bit different way, instead of using NVIVO software, used white board to determine her third level codes. In this third level coding, she looked at the codes that she made in second level coding, and she gave them coding in a sharper way, but the quantity of her coding remained same in Axial and in high level coding. In high level coding also, this author codes were 163 (**Figure 4**).

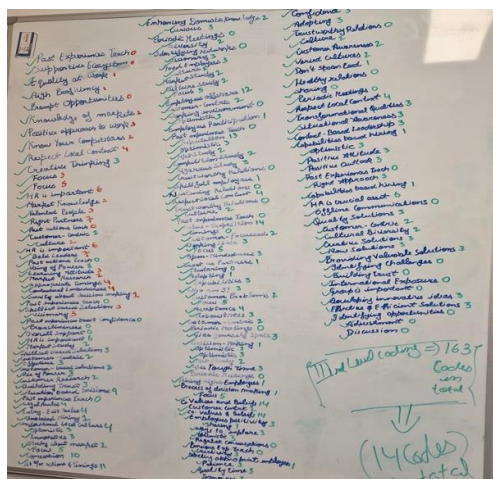


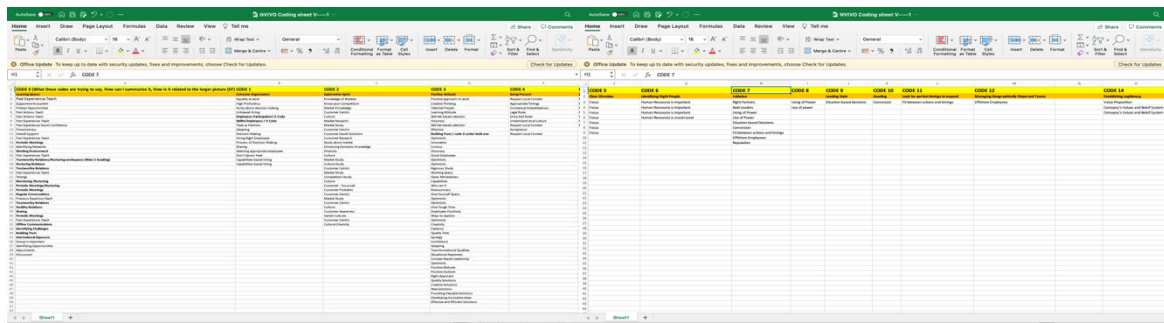
Figure 4: - NVIVO High Level Codes

3.4.4 Choosing of Final Codes

After making the code list in high level coding, this author assigned them numbers for each separate category. Basically, this author made clusters for the same message giving codes. At the end this author came up with fourteen codes. First, this author gave them the number on white board and then she made a separate excel sheet for different codes (**Figure 5 and 6**). After writing everything she made further refining in her MS excel coding, by combining (8,9,10,11,12 codes in 7) (**Figure 7**) to make it sharper and ultimately, this author came up with 8 codes. After that she looked at all the codes that she wrote then thought about what heading should be given to each cluster, by recognizing what these codes are trying to say and then based on that this author gave them the main heading. Eventually this author came up with three broad heading also called as Meta Codes including their subheadings which are

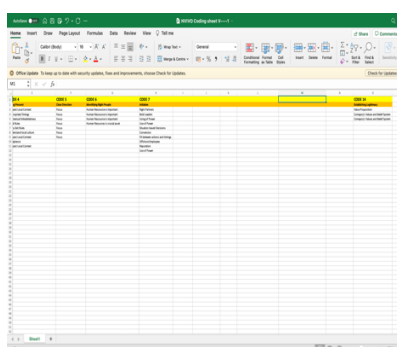
- (1) (**Operational** – initiative, positive attitude, explorative attitude, clear direction, identifying right people and by being in present)
- (2) (**Exploration** – cohesive organization, learning spaces, and nurturing workspaces)
- (3) (**Institution** – create legitimacy)

All of these together became my empirical framework



(Figure 5, Codes 1-4)

(Figure 6, Codes 5-14)



(Figure 7, Combining of codes in one)

3.5 Presentation of the Case

After finishing the coding, now author's next step is to present her case and for that author will write a case story. In that case story author would explain all the three aspects of her meta codes that she has generated, with the hope of analyzing it later.

Chapter – 4

Case Study

4.1 Introduction

In this chapter, I would like to tell the reader about the story that I have created through my data collection. I collected my data from LTIMindtree (Larsen &Tourbo Infotech), which is an Indian MNE with specialization in technology consulting and digital solutions. Where, I interviewed six people for approximately about six hours. I have interviewed six Indian leaders for my study. The reason being why I chose only Indian leaders is, I wanted to study about Indian MNE's international expansion through the impact of leaders. All my interviewees possess minimum experience of at least 10 years. This is the story of my analysis of data. Where I found that leadership is the driver of international expansion.

In any organization, leadership styles evolve during the international expansion, through these three types of environments (**Institution Ecosystem, Operational Ecosystem and Exploration Environment**). The case that follows is structured thus: -

In section 4.4 will discuss the general role of an organization and the motivation to expand internationally from an LTI perspective.

In section 4.5 will address the institution ecosystem that attracts the company towards internationalization in that region

In section 4.6 I will discuss how leaders direct the role of operations

In section 4.7 I will explore how leaders guide exploration

4.2 Brief history of LTIMindtree

LTIMindtree is an Indian MNE which is based in Mumbai. This company came into existence in 1996, nearly 84,000 people work in LTIMindtree globally. LTIMindtree has more than 307 active clients and 43 offices in over 18 countries (<https://www.google.com/search?client=safari&rls=en&q=LTImindtree++works+for+how+many+countries%3F&ie=UTF-8&oe=UTF-8>). LTIMindtree has its very good reputation in all Nordic countries (<https://www.ltimindtree.com/nordic/>). When it comes to status of LTIMindtree in Denmark, people have diverse views on that, one of my interviewees told me that it's not a subsidiary, LTIMindtree is a company on its own. They consider it as a separate branch which comes under L&T group. If I look at the website for the status of LTIMindtree it shows that it is a subsidiary of L&T, so for me it's a very tricky question to answer.

LTIMindtree is the technology consulting firm, where this company helps other businesses to transform in a sustainable business. To build a sustainable future in the marketplace.

Mindtree started in 1999, Mindtree has been formed by ten engineers in India. Two main leading engineers or we can say funders of Mindtree were Krishna Kr. Natrajan and Subroto Bagchi. In 2007, Mindtree has launched their IPO in NSE (National Stock Exchange) and BSE (Bombay Stock Exchange), where this company performed very well. In 1996, Larsen & Toubro Infotech has emerged under Larsen & Toubro, where they became listed company in 2016. At that point of time, LTInfotech recognized the great potential opportunity in software field. They have recognized the growth of 32% in software. That was LTInfotech turning point where they realized that they should buy software companies. LTInfotech was earning well and consequently they purchased 20% shares of Mindtree. During a span of time LTInfotech realized that they can buy the whole company Mindtree. Because ten engineers who were the promoters of this company, their holding was only 13.34% and non-executive director of Mindtree was about to leave. L&T started come into power. Then slowly slowly L&T took 61% of shares of Mindtree. Then in 2019, they merged LTinfotech and Mindtree and it became LTIMindtree. L&T holds 74% equity in L&T Infotech and 61% in Mindtree. (<https://www.youtube.com/watch?v=cTTVqR8Rrw>).

4.3 Conducting the Interviews

Interviews that I conducted for my study that was semi-structured interview technique. The very first thing that I kept in my mind for my interview is to try my best to meet the interviewee physically, because for getting rich information as being an interviewer we need to build the trust first. So, I personally wrote to every interviewee to meet me in their office and fortunately they agreed on that. My purpose to meet in their office was to understand the company's workspace.

As being a fresher in the field work, all six interviews went very well. During the time of my first interview, I felt nervous and anxious, but along with the timings and experience of more and more interview I started gaining lot of confidence and I realized that my interview was becoming more conversational away from question – answer session. That is what I also expected from my side. From my all interviews, I wanted it to be more conversational. At the time of my first interview, it was more structured because whatever I read from the book (Steinar Kvale 1996), I was not able to incorporate it very well in my practice. From my second interview I was able to make it more conversational and relaxed. I realized during my last

interview I made that interview more conversational, very comfortable and relaxed, because of which I was able to collect rich information.

One very strange experience happened with me with one of my interviewees, where one moment I posed any question to that interviewee, all the time that interviewee used to tell me you are not asking the right question, without knowing what's the purpose of my asking this question. At that point of time, I find it very hard to handle that situation and getting out the information that I wanted for my research.

Best thing that happened with me during my interview was that everyone helped me in reaching out to other leaders as my subject for interview. All of them helped me in making connection. Because of their help I was able to be interviewed six interviewees otherwise earlier on I got stuck with only two interviewees. My plan was to interview at least seven people, but due to their tight schedules, heavy workloads, and their non-availability I had to make my peace with six interviewees. These leaders were so friendly, and they agreed for recording our conversation, where everybody shared their experiences of leading style. In general, it was a very good learning experience for me. Where I learnt, how to start a conversation, how to end a conversation, how to be on the track during the whole interview, how to take the lead, how to make interviewee feel comfortable and make him/her realize that their words or information matters a lot. It was a very good, healthy, and rich experience. I have presented the brief description of my six interviewees in a tabular form.

Interviewees Brief Description

Name of the Interviewee	Designations	Years of Experience	Work Definition
Interviewee 1	Executive Vice President, Europe, Larsen & Toubro group of companies	30 Years	Deal with legal issues of the company
Interviewee 2	Human Resource Admin Business Partner	12 Years	Help the company employees in dealing with operations (make sure that things are working smoothly for employees)
Interviewee 3	Senior Director	18 Years	IT consultant in LTIMindtree (Job is to

			manage key customer accounts for Nordics for business development and growth)
Interviewee 4	Engagement Manager for LTI Nets account	13 Years	Subject matter expert in card SME (specialization in card transactions processing)
Interviewee 5	Vice President, Head of BFSI Vertical	24 Years	Leaders for the sales of Banking financial services and insurance
Interviewee 6	Client Partner Nordics	23 Years	Responsible for handling accounts of clients

4.4 Organization motivation to expand

LTIMindtree entry into Danish market had several motivations. In my data collection, different people from LTIMindtree gave me the diverse reasons for expanding their operations in Denmark. One motivation behind their expansion in Denmark was, LTIMindtree saw potential technological benefits in Danish market.

For Instance (**Interviewee 1**): - “Denmark is one of the most digitalized societies and being digitalized society and since we offer services in IT, core modernization of IT system, transforming of business models of IT with artificial intelligence, robotics, IOT enabled businesses” “ (28/04/2023, 15:30 CET)”.

Other than the digitalized motivation, LTIMindtree also recognized the business opportunities with some of their customers in Denmark.

For Instance (**Interviewee 2**): - “because of the huge business opportunities with this client, we had come in with which was Ramboll, and we saw lot of opportunities which were not being reaped by sitting in India” “ (01/05/2023, 15:00 CET)”.

Another reason for LTIMindtree to expand their operations in Danish market is because of the founders of L&T (Larsen & Toubro) both of were Danes.

For Instance (**Interviewee 5**): - “we had a Danish heritage, the founder of Larsen & Toubro came from Denmark, and we have kept that connection with Denmark going” “ (12/05/2023, 15:30 CET)”.

4.5 Institutional Factors

In my interviews during the time of data collection, one interviewee mentioned about the differences in rules in different markets.

For Instance (*Interviewee 5*): - “one size and rule doesn’t fit at all the places, what works in Denmark might doesn’t work in Sweden and whatever works in Sweden might doesn’t work in Denmark, or in UK or France. They have to understand local setup and the nuances of doing business in each of the regions and doing business in Europe is completely different from doing business in America. People have to keep this thing at the back of their mind seeing that it’s not a cookie-cutter approach” “(12/05/2023, 16:00 CET)”.

For Instance (*Interviewee 5*): - “company needs to understand the lay of the land, the rules of the land, what works in Denmark, for example the labor policies for entering Indian market, and if they need to hire people in Denmark. What are the things that they need to be aware of? In Sweden you cannot just fire people like that, there are certain regulations, there is union concept, how do you need to take care of that then you need to understand what the taxations are, need to understand about the work permit regulations, what are the salary regulations, what is minimum wage. After analyzing all of this, then you can start your operations in foreign land” “ (12/05/2023, 16:15 CET)”.

4.5.1 Create Legitimacy

There were numerous ways that LTIMindtree has chosen to create their legitimacy in the market. But LTIMindtree as being a service-oriented company focused on building trust in customers for developing their legitimacy.

For Instance (*Interviewee 5*): - “first the customers need to know who you are, then they should start liking you, then they should start trusting you and then they will start giving you business. At the end of day, customers are buying from you. It doesn’t matter whether you belong to ABC company or what. So, you are the brand for them. So, it’s a long process of building relationship” “ (12/05/2023, 16:20 CET)”.

For Instance (*Interviewee 5*): - “first you start by doing lot of research about your customers, also understand their problems, what are the key challenges that they are facing, what is their vision and how we can help them in achieving their vision, basically, you need to make them successful. Customers need to believe that we are adding value” “ (12/05/2023, 16:25 CET)”.

4.6 Operational Factors

Being an IT company, LTIMindtree offices are spreading offshore. In LTIMindtree, people work from different geographical regions. When I was in LTIMindtree office, everybody was so friendly in their office. They provide good working space to their employees, to keep them happy and joyful towards their work.

For Instance (*Interviewee 3*): - ‘‘as being a leader, it’s my responsibility to keep my team members very enthusiastic, energetic, and positive towards their work and responsibilities’’ ‘‘ (3/05/2023, 16:00 CET)’’.

4.6.1 Initiative

During the time of my interviews, I recognized that employees at LTIMindtree think that taking initiative is the critical part of international operations. Leaders at LTIMindtree always kept mentioning about their different ways of taking initiative and giving their employees space to think on their own.

For Instance (*Interviewee 3*): - ‘‘ I don’t carry fixed mindset of my previous experience, I never asked from my team members that this is the way team should behave or this is the way culturally diverse teams should work. I had openness in managing teams, so that it can help me in understanding the way that employees are thinking and working’’ ‘‘ (3/05/2023, 16:15 CET)’’.

4.6.2 Positive Attitude

In LTIMindtree, people do actually care about being positive and providing good working environment. In LTIMindtree leaders believe that positive attitude impacts the productivity.

For Instance (*Interviewee 4*): - ‘‘as being an engagement manager, my main responsibility is more in terms of taking care of people. Since we have a large number of people, engaging with them, talking with them on day-to-day basis, ensuring that they don’t have any concern and if there are any issues personally as well as professionally. I will be the first one point of contact, so that they have somebody locally with whom they can talk’’ ‘‘ (8/05/2023, 11:30 CET)’’.

4.6.3 Explorative Attitude

In LTIMindtree I observed leaders give enough space to their employees to think on their own. LTIMindtree gives that space to its employees to take decisions on their own. Because everybody has given their respective roles to play.

For Instance (*Interviewee 6*): - ‘‘I don’t go and interfere in my employees work, so if employees are heading some certain accounts and if there is something related to that account, I don’t go below you, I just come to you and make sure that what is happening or not and If there are any issues, then I deal with you’’ ‘‘(12/05/2023, 11:00 CET)’’.

4.6.4 Clear Direction

In LTIMindtree I have experienced the due diligence of roles and responsibilities. Whenever I went to LTIMindtree, I realize that everyone is given special tasks to perform. There are some interviewees who mentioned that being clear in your direction is very important.

For Instance (*Interviewee 6*): - ‘‘for international expansion everything starts from clear targets that we have to meet. So, there are 16 team members who have clear targets for different accounts. Once that is set, we work on plans, what is your plan to get to your target. We do it at the beginning of the year and then we work on them regularly’’ ‘‘ (12/05/2023, 11:30 CET)’’.

4.6.5 Identifying Right People

LTIMindtree is a service-based company, where people work from different regions and localities. LTIMindtree as being an IT firm, gives lot of importance to its employees. Employees are the one who will be in the direct contact of customers in LTIMindtree, and that’s why LTIMindtree is very particular in choosing their employees.

For instance (*Interviewee 5*): - ‘‘this interviewee mentioned that I select the employees based on their attitude instead of choosing them based on their skills, because we can alter the skills but not their attitude’’ ‘‘ (12/05/2023, 16:35 CET)’’.

4.6.6 By being in Present

In LTIMindtree it was quite evident that we need to take decisions on the basis of context. One of my interviewees in LTIMindtree, mentioned that one strategy cannot be implemented everywhere. We have to be sensitive towards different markets and cultures for taking decisions.

For Instance (*Interviewee 5*): - ‘‘first we need to do lot of research about our customers, markets, strategies that will work in Denmark might not going to work in Indian market. We must understand our current situation for taking decisions like international expansion’’ ‘‘ (12/05/2023, 16:40 CET)’’.

4.7 Exploration Factors

Exploration is about how organization, and its leaders are good in doing exploration, because exploration is something which gives the new insights. This environment consists of three subparts which are: -

4.7.1 Cohesive Organization

By cohesiveness in the organization mean that when there is close-knit between the people in the organization. When there is connection between the people of the organization for achieving the common goal. That is what I mean by cohesive organization.

For Instance, (*Interviewee 1*): - “I tried to make my working environment so comfortable so that employees can enjoy their work, instead of considering their work as work, employees should have fun during their work” “ (28/03/2023, 15:45 CET)”.

4.7.2 Learning Spaces

In LTIMindtree, leaders try their best to give that kind of environment where people can learn. When I was taking interviews in LTIMindtree, I observed that people used to talk a lot with their peers and colleagues. LTIMindtree priority is to create spaces where employees can learn better.

For instance, (*Interviewee 5*): - “one of my interviewees said, you are being there for the team and communicating to the team. Doing chit chat about general stuff like movies, hairstyles to create healthy work environment, to make workspace more learning and exploring” “ (12/05/2023, 16:45 CET)”.

4.7.3 Nurturing Workspaces

LTIMindtree gives so much importance in making their environment very healthy and rich for its employees. When I was doing my interviews in LTIMindtree, I observed that everybody is so friendly with each other, I saw people laughing, and having lunch together. I also saw that LTIMindtree provides good quality of food to its employees. All this is because LTIMindtree makes their workspace a very good experience for everyone.

For Instance (*Interviewee 6*): - “I believe in connecting regularly, we do lot of fun stuff together, we go for drinks together, we spent lot of time together off work also. I am very supportive of people who take risks, I am happy to encourage people to get out of their comfort zone”, if they are little uncertain about can they do it or not then I encourage my team by

saying that everybody has the first time and its ok to fail. It's better to fail rather not trying''. So, that's how I push my team in that direction'' (12/05/2023, 11:40 CET).

4.8 Conclusion

In my concluding remarks, I would like to conclude that there are three factors that are very important for evolvement of Indian MNEs leadership leading styles during the phase of international expansion. Based on my analysis of data I witnessed Institutional factors, Operational Factors and Exploration factors are important for taking important decisions. With the help of my data, I could say that LTIMindtree is extremely respectable towards adapting local culture, proving good working spaces for employees, and nurturing good relationships with customers. These are the core values and belief system of LTIMindtree.

Chapter – 5

Analysis

5.1 Introduction

In this chapter, this author will write about the essence, an analysis will be presented of the case study in this chapter. This author will use the same structure as that of her case study. Analysis is phenomenon where I try to explore and understand not only what is being said but also what is being meant. Therefore, analysis to me is the process of understanding the essence of the case study. I would like to start writing from motivation of organizations for expansion, then I will continue with the three factors that leaders consider it important in their evolvement of leading style and to motivate employees. Three factors are: - Institution Factors, Operational Factors and Exploration Factors.

5.2 Organization motivation to expand

There are so many reasons why any organization wants to expand internationally. Those reasons could be earning huge amount of money, for creating a brand, for customer acquisition, for knowledge transfer, technology sharing. But none of these can be possible without a leader. Because an organization in itself is nothing, leaders are the one who decide what should be the next step, what should be our next target, how we can achieve any goal. So, it's a leader on which company's important decisions like international expansion lies because ultimately, they have to lead. They have to decide how to expand, when to expand, what kind of people do they need, to achieve their desired results. Leaders, their leading style and the evolvement in their leading style according to time and on the basis of their past experiences matter a lot for effective and efficient decision making in relation to international expansion. In my case study, I mentioned about three factors institution, operational and exploration, which affects evolvement the Indian MNEs leaders leading style.

5.3 Institution Factors

Institution is the one which can hinder the process of expansion from external parties. In this main external party is local government, whenever any company wants to expand, they have to think about government rules – regulations, legal laws, entry-exit policies. This is the responsibility of the leader to think about diverse institutions first because no matter how much a leader is prepared for the international expansion, if he/she doesn't know the rules properly, they might end up doing wasting lots of their resources.

5.3.1 Create Legitimacy

Developing legitimacy is the part of institution ecosystem, every leader has to create his/her legitimacy for trust building for customers. Now the question arises why legitimacy is important? By being legitimate it will be easy for leaders to take their customers into confidence. Legitimacy can directly be linked with brand building, because for creating trust in customers, leaders have to prove themselves by telling their past experiences, by sharing their achievements, by mentioning about their leading style, how their leadership style has evolved during the past number of years through diverse experiences. That's how leaders should build trust. By being truthful and loyal towards their clients. Before entering into any international market, leader has to make sure that whether they have generated enough trust in their customers or not, only then they should take a step forward for international expansion.

5.4 Operational Drive

Operational ecosystem is directly related with the people of the organization. Operation is basically any work or task that needs to be accomplished. For accomplishing that task, we need people. We need good and best suit of the employees for achieving our target. Here, again it's the responsibility of a leader to think about his/her own people, what kind of people do they need, what should be the hiring policies, all the decisions that are related to employees. Here, leader has to be aware of his goal. If his goal is to expand operations in international market, then what kind of people does he/she needs.

5.4.1 Initiative

Initiative is very critical aspect of operational drive because it relates with the people, and initiative is being taken by people. As I mentioned in my case study that initiative is all about take part in different activities. Initiative is about taking first step towards achieving your goal. A leader has to employ those people who leader thinks that has the ability to take initiative. In this case, it's not all about being employee's initiative but along with that it's the leader duty also to being a self-starter, because leader is the one who motivates his/her employees to take initiative and be proactive in achieving their respective goals, which ultimately have to align with the organizational goals. This is the essence of being initiative from both sides from leaders' side and from employees' side as well.

5.4.2 Positive Attitude

As being an important element of operational drive, positive attitude is something that people can only develop through experience, exposure, and time. Positivity comes out by surround yourself with positive people. For nurturing positivity in leaders' attitude or may be in employees, developing and sustaining that positive workspace is very important. Positive attitude is not something that people can develop overnight. Positive attitude is directly linked with the achievement of common goal. Positive attitude affects the working style of employees. When it comes to incorporating important task of an organization like expanding internationally, leaders need to create positive environment in their workspace to make themselves and their employees more productive.

5.4.3 Explorative Attitude

This is another aspect of operational environment, as I mentioned in my story of case study that exploring is very important for creating new insights. For solving any problem in an innovative and creative way, one must have to be explorative in his/her attitude. Now the question arises, how we can develop explorative attitude in leaders' nature so that he can make his employees explorative in nature. By being explorative we would be able to recognize what's going on in the market. How to tackle any situation in a very effective and efficient way that will give us productive results. There has to be a perfect mix of exploration between leaders and his employees. So that, they can create synergy effects.

5.4.4 Clear Direction

Having clear direction is also related with the human resources of an organization which is yet another vital element of operational environment. Being clear from both sides from leaders' side as well as from employees' side is very demanding when it comes to taking important actions like international expansion.

5.4.5 Identifying Right People

This is another component of operational ecosystem which is again related with the people. People are the most important asset for any organization, and whenever we talk about people, we talk about leaders as well as employees of that organization. It matters a lot on type of people that leaders are choosing for incorporating important decisions like international expansion. No matter, how much good a strategy is until and unless organization doesn't have good people to implement that strategy. For example, if leaders target is to expand their operations in an international market, the leader should hire employees with similar previous

experiences where they did something related to expansion. Previous experiences in big decisions like international expansion matters a lot. With the help of past experiences one can provide good ideas and help team to be on the track and not get distracted. That's what I meant by hiring right employees for the right purpose.

5.4.6 By being in Present

Being a good observer of any situation is the last component of operational factor. It is also directly related with the people, which is very important for any leader. In this, leader's leading style changes according to the situation. A leader has to be a good observer of situation, being contextually embedded in any situation is advisable for any leader. By this I meant leaders leading style changes, it evolves according to time, experiences, and exposure. Exposure is one of the important factors that help leaders in evolving their leading style. By exposure I mean, exposure of different situations, going to foreign land, meeting different people with different mindset will give the leader a chance to evolve.

5.5 Exploration Factor

Exploration is about doing research, being curious, and be inquisitive for doing things in a creative way. Having this kind of workspace which provides enough mental space and resources to the people in organization for doing exploration is quite commendable. In today's world if any organization wants to succeed and expand operations in an international market and want to have sustainable growth then it's must for the leaders of that organization to invest their resources in exploration. Here are some of the important elements of exploration environment that leader should try to develop not for his employees solely but for the evolvement of his leading style also. These subparts are directly related with the exploration environment, which are discussed as below: -

5.5.1 Cohesive Organization

By cohesive, we mean togetherness, when people literally stick together for achieving a common goal. For expanding operations internationally, leader has to make sure that everybody should have to be on the same page. Leader has to make sure that he is enabling that kind of working environment which brings his employees close to each other. By working in a cohesive organization with a feeling of closeness, leaders leading style evolve. But for evolving their leading style they have to first create that kind of environment, by making their employees feel comfortable.

5.5.2 Learning Space

By learning spaces, we meant that creating spaces in the organization where people can learn a lot. Best way to learn is to discuss, talk, share with your peers and leaders. By communicating a lot with your team is the best way to learn. Leaders have to be very mindful of providing learning space to their employees. More than learning space, I would say it's about creating this environment more expressive, because more the people will express there will be more chances for them to learn. And consequently, more chances for leaders to evolve their leading style.

5.5.3 Nurturing Workspaces

Nurturing workspace is about when leaders make organization workspace very entertaining and rich for their employees. Nurtured workspaces are directly related to leader's leading style evolvement and expanding operations internationally. Nothing exists in isolation in organization, everything is interconnected. So, for evolving leaders leading style, first as being a leader they have to take initiative of creating that kind of positive workspace, only then there will be cocreation between employees and leaders. As I mentioned earlier also, communicating is the best way to create that kind of space. Where people can talk to each other, where they can share about their personal as well as professional life also. That's how leader can nurture his/her environment, for productive performance and better results.

5.6 Empirical Framework

In this section, I will write about my empirical framework. This is the framework which I created based on the data that I have collected. My research focus is on evolvement of Indian MNEs leadership leading style during the time of international expansion. In my interviews I asked questions related to that, during the time of my interview I kept my whole focus on asking questions of evolvement of leading styles during international expansion. With the help of my inquiry, I came up with the insight that there are three factors in international business that can help in the evolvement of Indian MNEs leadership leading styles during the phase of expansion. These three factors are institutional (Creating Legitimacy), operational (Initiative, positive attitude, explorative attitude, clear direction, identifying right people, by being in present), and exploration (cohesive organization, learning spaces and nurturing workspaces). In this section, I would like to present my empirical framework diagrammatically (**Figure 1**).



Figure 1: - Empirical Framework

5.7 Conclusion

In this part of the chapter, I would like to give my concluding remarks for analysis that I have done. In my research inquiry of “Indian MNE’s leading style evolvement during the phase of international expansion”, is very fascinating for me. In my research, the data I have collected I have come up with very interesting findings which help the leaders in evolving their leading styles while doing international business. These three factors are institution (Creating Legitimacy), operational (Initiative, positive attitude, explorative attitude, clear direction, identifying right people, by being in present), and exploration (cohesive organization, learning spaces and nurturing workspaces). According to my findings, I can say that because of these three factors Indian MNEs leaders leading style evolve when they expand their operations in international market. These three environmental factors are not independent, first leaders have to create those environments in any organization because leaders also have to keep themselves motivated and positive, only then they can motivate their employees. Everything works in an interconnected way in management. That’s why it is advisable for leader to keep evolving while doing international business. While doing international business, everything differs from country to country, there are different cultures, different rules and regulations, different mindsets and to tackle all of these things, one must have to keep evolving to get better results. According to my empirical data, in international business everything keeps evolving nothing is stable in an international market.

Chapter – 6

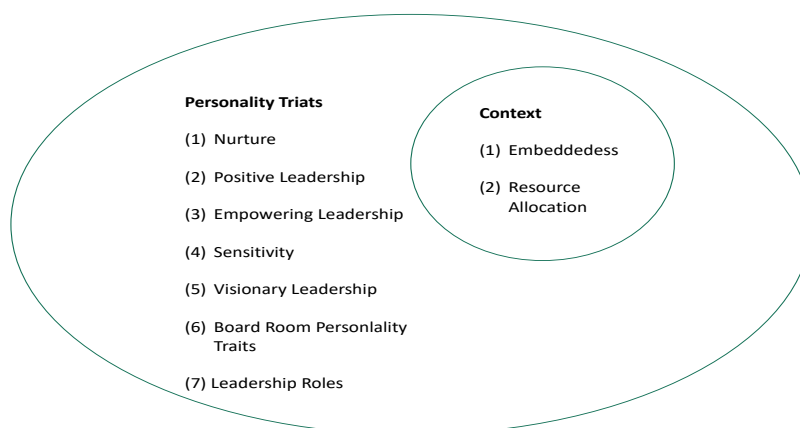
Synthesis

6.1 Introduction

In this chapter, I would like to synthesize my theoretical work and my empirical work. I have divided this chapter into eight sections, which are as follows first I will tell the reader about my theoretical framework meaning what the literature is saying in relation to my inquiry. Then I will discuss in detail about my theoretical framework that came out from literature review. After that, I will tell the reader about my empirical framework, what I have collected from the field and how I came up with this empirical framework. After that, I will discuss my empirical framework in detail. Then I will give some important insights by combining my theoretical and empirical framework, in particular my aim is to try and explore aspects of the empirical framework, that I am not able to see in the theorization. For instance, in the international business literature the focus of leadership has a personal perspective however, what I am seeing from the empirical data is such an overt focus on personality is not prominent. Towards the end of this chapter, I will answer my research question and then at the end I will present my concluding remarks. My idea behind writing this chapter is combining two frameworks (theoretical and empirical) and then see what insights my process of scientific inquiry is giving to me.

6.2 Theoretical Framework

I reviewed several articles related to leadership and internationalization. Combining the key insights from the literature I present the theoretical framework. In this section, I would like to discuss the dominant features of my theoretical framework.



6.2.1 Overt emphasizes on Personality Traits

I found that the literature I reviewed had an overt number of papers that focused on personality traits. For instance, papers like: -

Citation 1 – (Hill and Bartol 2016) in their article “Empowering Leadership and Effective Collaboration in Geographically Dispersed Teams”. In this article authors mentioned about one style of leadership which “Empowering Leadership”, which means any leader role is to keep his/her employees empowered during the process of internationalization.

Citation 2 – (Khalili 2017) in article “Creative and Innovative Leadership: Measurement development and Validation”. In this article author said that a leader has to be creative and innovative because creativity and innovativeness of a leader has a positive impact on employees’ creativity and their innovativeness.

Citation 3 – (Raei and Rasmussen 2022) in article “adaptive leadership in a global economy”, in this article authors mentioned about the importance of adaptive leadership. Authors stated that for tapping today’s problems which are changing at a very fast speed, we need to have adaptive style of leadership. Adaptive leadership is that kind of personality trait in any leader where he/she understands the problem very well first and then take the decisions.

Citation 4 - (Conger 2014) in article “Charismatic Leadership”, where author mentioned about diverse qualities of being a charismatic leader. A charismatic leader should have various skill set for being called as a charismatic leader, where traits are sensitive towards context, sensitivity in understanding the emotional needs, and abilities of his/her followers, leaders have to be visionary, leaders should be proactive rather than reactive, charismatic leaders are the one who believes in taking risk.

From the theoretical framework it appears that personality traits seem to me what defines a leader.

6.3 Discussion of the theoretical framework

Based on my above-mentioned theoretical framework, I would like to discuss it in relation to my research question. My research question is **(How do Indian MNE’s evolve their leadership styles during international expansion, a case of LTIMindtree (Larsen and Toubro Infotech) growth in Denmark?)** With the help of literature, I came up with this insight that leaders’ personality traits impact a lot the quality and decision of international expansion. There is positive correlation between leading style and international expansion (Cotae 2013) (Ramamurthi Ramakrishnan et al. 2021) (Chittoor Raveendra and Aulakh S. Preet 2017).

However, such overt focus appears to be driving the leadership discourse. My empirical data encourages me to think differently, which is that leadership capacity from an Indian MNEs perspective is invested more on operations of LTIMindtree, rather than an overt emphasis on aligning personality traits to function. My data further suggests that personality traits are understood more as getting work done and not so much on inspiring the process of goal achievement. On reflection, it appears to me that the Indian understanding of leadership needs a lot more evolution, implying that the leadership theorization is human centric, its more quality centric, human capacity centric development whereas, the data from my empirical work indicates that it is more functional centric and less capacity centric. If I may, I would like to propose that the Indian leadership observations need to be more human and capacity centric, specifically it needs to incorporate ideas of charismatic leadership, transformational leadership, innovative and creative leadership (Khalili 2017) in their desire to have efficient functioning during international expansion.

An additional reflection could be that context is vital for any leadership discourse. The theory talks about contextual embeddedness (R. Goffee and G. Jones n.d.) extensively, whereas the empirical data indicates to me that there is awareness about being contextually embedded. But function appears to me as a stronger driver for internationalization at LTIMindtree. The role of context in the empirical data is reflected by an overt drive to adapt to the client's ecosystem rather than develop a work ecosystem within LTIMindtree. In effect, it appears to me from the data that there are many competing functional ideas within LTIMindtree, therefore, it is understandable that an overt focus on operation is the common thrust. Upon reflection, this author would have like to see a little more emphasis put on human capability training as suggested by the leadership discourse.

6.4 Empirical Framework

After collecting data and analyzing it, I came up with the insight that there three factors that's help in the evolvement of Indian MNE's leadership style during international expansion. These three factors are, first and most dominating one is (Operational which includes initiative, positive attitude, explorative attitude, clear direction, identifying right people, by being in present), second is (Exploration which includes Cohesive Organization, Learning Space and Nurturing workspaces), last one is (Institutional Environment which includes create legitimacy).



6.4.1 Operations

Operation is something which is related to the human beings. Operations can only be successful if organizations get appropriate and right people for the right job. So, identification of right people is of immense importance for organization. Identifying good people with positive attitude, with clear purpose and direction in their heads should be the main priority for every organization.

6.4.2 Exploration

Exploration is about doing new things, searching for things in a more creative way. Providing explorative environment in an organization is important for generating new and creative ideas.

6.4.3 Institution

Institution is about rules, regulations, legal laws. Respecting local rules and regulations, incorporating administration rules.

6.5 Discussion of the Empirical Framework

My research question is how Indian MNE's leadership styles evolve during the phase of international expansion. According to the empirical framework I can say that there are three factors that help in the evolution of leadership styles at the time of expanding operations in foreign land.

These features mentioned above have emerged from my empirical data and indicate to me that Indian leadership within the context of internationalization is overtly focused on operations. Even though they acknowledge that they have styles they pay less importance to those

leadership styles in the literature but more importance on operations. Furthermore, it appears from the data and reflected in the empirical framework that curiosity and the ability to discover new opportunities are important aspects of the responsibility associated with the leader. This is very interesting because both the operation and the ability to explore appears to me as objective driven leadership understanding. The institutional landscape under which Indian leaders expand the international business seems to me as a respect for the environment and the context and to some extent is aligned with the theoretical framework.

6.6 Discussion ‘Key Insights from Synthesis’

While leadership styles have a critical role to play in explaining leadership in general, my data however limited it may be points me to exploring and clarifying the discussion around leadership and personality traits as not so critical from an Indian MNEs perspective. Instead, the emergence of an overt focus on functions and operations appears to me how Indian MNEs deploy leadership capabilities. The emergence of operations driven leadership appears to me as a fair explanation to how Indian MNEs engage with international expansion.

Operations meaning an overt focus on functions with a secondary focus on business development. This to my mind is slightly different from the literature that I read. The literature appears to me to drive the point that leadership styles or personality traits are key aspects of the discourse on leadership. I agree with the focus of theory on personality traits; however, the empirical data indicates that the Indian MNEs focus is on operations and functions, this to me is a more basic understanding of leadership whereas, the leadership theory has moved on from functions and roles to creating human capacity. The implications for theory could be that not all MNEs have incorporated human capacity development as a core philosophy of internationalization and still sticks to operations. In this case, it would be wise for emerging economy MNEs particularly LTIMindtree to reflect upon this position.

6.7 Answering the Research Question

Research question: - How do Indian MNE's evolve their leadership styles during international expansion, a case of LTIMindtree (Larsen and Toubro Infotech) growth in Denmark?

According to the data that I have collected and the research that I did, the answer to my research question is Indian MNE's evolve their leadership styles during international expansion by incorporating these three factors (Operations, Exploration and Institutions). Based on my data,

I analyzed that the most dominating factor is Operational in nature because it is related with the people in the organization, which includes sub elements like initiative, positive attitude, explorative attitude, clear direction, identifying right people, by being in the present). Next dominating ecosystem is Exploration Environment which is related to the idea generation environment within the organization, which includes sub elements like cohesive organization, learning space, nurturing workspaces. Last one is institutional factor; this is related to respecting local rules and regulations for smooth functioning in international market this includes (Creates legitimacy). The theoretical framework main thrust from a review of the literature appears to me as being dominated by personality traits. My empirical analysis indicates that an operational driver to the leadership debate is overtly focused on functions and operations.

Upon reflection, my research question can be answered thus ‘‘Indian MNEs in the drive to internationalize have an overt focus on operations and functions keeping in mind the framing influence of local laws’’.

6.8 Conclusion

In my concluding remarks I would like to state the leadership discourse has moved from roles and functions to developing human capacities as indicated by the review of my literature (Conger 2014) (F. Marques 2010) (Khalili 2017). My empirical data indicates to me that LTIMindtree is overtly focused on operations and functions. On reflection, I can conclude that emerging economies MNEs need to evolve their leadership thinking from functions and operations to human capacities.

Chapter -7

Discussion and Conclusion

7.1 Introduction

In section, I will inform the reader about my thesis in a very short and sharp way about what I have done in my thesis. How I have done it. what would be the implication of my thesis for industry and for academia. What are the limitations of my thesis and at the end I will give my concluding remarks.

7.2 Discussion of the Thesis

There are three factors that help in evolving Indian MNE's leadership styles during internalization which came out from my empirical framework. The most dominating factor is operations which consists of how leaders emphasize the critical nature of operations. All the arguments in relation to operations I mentioned above I can correlate it with one of the international business theories called "Resource Based view" (RBV). RBV is considered one of the very important theories in management field (Taher Mahdiah 2012). Main idea behind this theory is to identify critical resources of an organization and investigate the impact of these resources on profitability, organization performance, and strategic alliance (Taher Mahdiah 2012). RBV examined the link between resources and sustained competitive advantage (J.Barney 1991).

RBV theory talks about tangible and intangible assets of an organization (M. Wade and J. Hulland 2004). RBV represents the resources in VIRO model, where V- vital resources, I – resources that cannot be imitable easily, R- resources which are rare, O – whether the resources are well organized or not. When we look at the principles of RBV theory, we can see that it talks about vital resources of an organization and leaders are vital for any organization. On the contrary, when it comes to other components of RBV which are Imitable, rare, and organized on these parameters it is very hard to see within the existing RBV theory the precise role of leaders. However, my empirical data indicates that Indian MNE's in their expansion strategy use leadership as a dominating component to manage the resources and setting the strategic direction for value creation in the new markets. Based on my limited research or knowledge, I can say RBV theory needs to broaden its horizon and be open to new insights from leadership research. Particularly, incorporating the role of leadership development as human capacity building within the RBV theory.

The next important factor that helps in evolving Indian MNE's leadership styles during internationalization that came out from my empirical framework is exploration. Exploration is related to creating environment in the organization that can help people to explore, learn and grow. Exploration is about cohesive organization, creating learning spaces, nurturing those workspaces, assimilating important information and then work together to achieve goal. Having explorative ecosystem in organizations is very important for sustainable growth.

Arguments that I stated above in relation to exploration, I can align it with two theories of International Business first one is "Exploration and Exploitation in Organizational Learning" (March G. James 1991). This theory of exploration and exploitation in organizational learning talks about the allocation of resources in these two different kinds of activities. In this, "exploration means variation, risk taking, innovation, discovery, experimentation, play, flexibility" (March G. James 1991). On the other hand, side, exploitation includes things like implementing, execution, production. Balancing between the allocation of resources in exploration and exploitation is important for reducing the risk of wastage of resources. Because if, organization focuses too much on exploration with the exclusion of exploitation, organization will face the costs of experimentation. If organization focuses too much on exploitation with the exclusion of exploration, then organization will find themselves in the position of "suboptimal stable equilibria" (March G. James 1991). My empirical data indicates that leadership can also enhance decision making in switching from exploration and exploitation, meaning leaders can determine when a strategy is fully explored and when they should start exploiting. So far, the role of leaders in this specific frame has not been discussed and I believe if we try and apply leadership research in trying to understand how organizations switch between exploration and exploitation then the path to innovation would be less time consuming.

I also believe leadership insights can have a positive impact on how organizations learn (Cotae 2013). For instance, there is an extensive debate in the literature on organizational memory (Cohen M. Wesley and Levinthal A. Daniel 1990), but this is from an individual perspective and from leadership perspective. It would be fair to argue that leaders create organizational experiences, therefore, play an important role in organizational learning. Upon reflection, it would be wise to incorporate leadership theory within the short-term, long-term memory debate. Further, there is yet another debate within the organizational learning literature which

addresses path dependency (Goldstone A. Jack 1998), here the incorporation of leadership thinking can be useful in understanding bounded rationality (Djelic Marie- Laure and Quack Sigrid 2007).

Last factor that helps in evolving Indian MNE's leadership styles during internationalization that came out from my empirical framework is Institutions. In simple terms, "institutions are humanly devised structures of rules and norms that shape and constrain individual behavior" (<https://en.wikipedia.org/wiki/Institution>). Organizations also constrained by various parties especially external parties like governments and sometimes from the organization itself (Zucker G. Lynne 1987). Organizations who want to expand their operations internationally, they have to take care about legal laws, entry-exit policies in that market. Institution is also about creating legitimacy which will help organizations in creating trust in international market (Kostava Tatiana, Roth Kendall, and Dacin M.Tina 2008). I can align institution theory with leadership, because organizations in itself is nothing but leaders have to take care about various institutional factors while expanding operations internationally.

7.3 Implications for Industry

In industries the following suggestions should be incorporated into industrial practices

- leaders need to interpret the depth of institutional embeddedness
- Leaders need to be contextually embedded
- Unbiased selection policies

7.4 Implications for Academia

In research further suggestions needs to be taken into consideration

- The role of leadership needs to be investigated in organizational learning theories
- The negative impact of bounded rationality needs to be investigated from leadership perspective
- The role of legitimacy and how leadership creates legitimacy is not clearly understood further investigation needs to be made

7.5 Limitations of the Thesis

The case study method suggests some tests to determine the quality of the research work, which I was not able to conduct due to time constraints and lack of resources. I discussed four tests; they are as follows: -

- External validity is related to the generalizability. This is related to whether our findings are generalizable or not. My findings are not generalizable because I conducted only six interviews and having six subjects is not enough to make any kind of generalizability. So, in this case I have not been able to check my quality by incorporating external validity test (Yin 1991).
- I was not able to conduct construct validity test for my thesis, this test is related to subjectivity and operations (Yin 1991).
- I was not able to conduct internal validity test which is for understanding the cause-and-effect relationship between variables, any researcher must be sure about which event is the result of what (Yin 1991).
- The last thing is related to reliability, I haven't conducted the reliability test for checking the quality of my thesis. It is about if the data collection process repeated will provide us the same results or not. Main purpose to conduct reliability test is to minimize the errors and biasness in the study (Yin 1991).

7.6 Conclusion

This thesis has taught me a lot. I learnt about the process of doing scientific inquiry, which I have incorporated in my thesis. After implementing the scientific process of inquiry, I came up with the findings that there are three factors which help Indian MNEs leaders to evolve their leadership style during international expansion which are operations, exploration, and institutions. And I proposed that Indian MNEs particularly in LTIMindtree need to focus on human capacity building as their leadership thrust and not just functions and operations.

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