

Contents

<i>List of Figures</i>	<i>vii</i>
<i>List of Tables</i>	<i>viii</i>
<i>Contributors</i>	<i>x</i>
<i>Preface</i>	<i>xii</i>
1 Introduction	1
<i>Oliver H.M. Yau and Raymond P.M. Chow</i>	
Part I: The Harmony Perspective	9
2 In Search of Harmony	11
<i>Raymond P.M. Chow and Oliver H.M. Yau</i>	
3 Economic Reform and its Gendered Impacts in China Today	31
<i>Sharon Moore and Julie Jie Wen</i>	
4 The Road to the Kyoto Protocol: A Harmonious Case of Euro-Chinese Corporate Environmental Behaviour	50
<i>Lena Croft and Shige Makino</i>	
5 The Role of Trust in Knowledge Management	65
<i>Leo Leung and K.F. Lau</i>	
6 Trust One's Alliance Partner? Maybe – Maybe Not! Preliminary Results of Recent Research in China	78
<i>John Kidd and Xue Li</i>	
7 Global Corporate Cultures: Issues of Shared Goals, Communication and Trust – Empirical Evidence from the Japanese, German and American Units of a Multinational Company	105
<i>Pamela Yeow and Wolfgang Dorow</i>	
8 An Empirical Study of Trust, Commitment, Relationship Quality, and Behavioural Consequences for International Tourist Hotels in Taiwan	124
<i>Che-Jen Su and Cheng-Chien Wang</i>	

Part II: The Conflict Perspective	141
9 The Moderating Effects of Situation Factors on the Relationship Between Chinese Cultural Values and Consumers' Complaint Behaviour in the Restaurant Setting	143
<i>Simone C.L. Cheng and Oliver H.M. Yau</i>	
10 Buyers of Pirated VCD/DVDs in Hong Kong: Their Profile and Perceptions	167
<i>Wah-leung Cheung and Gerard Prendergast</i>	
11 The Competitive Potential of Asian Business Groups: A Comparative Analysis of <i>Kigyo Shudan</i> and <i>Chaebol</i>	182
<i>Martin Hemmert</i>	
12 SARS Versus the Asian Financial Crisis	209
<i>Oliver H.M. Yau, W.F. Leung, Fanny S.L. Cheung and Cheris W.C. Chow</i>	
<i>Index</i>	231

1

Introduction

Oliver H.M. Yau and Raymond P.M. Chow

Harmony is a central concept in the Asian spiritual and social thought. Although similar concepts and ideals can be found in the West, they do not play as decisive a role as in the Asian context. In the context of the Asian culture, the problem of harmony and conflict can be perceived as the problem of explaining and justifying the creation or pursuit of harmony, or the problem of providing a resolution of conflict in the interests of harmony. It is the basic purpose of this book to provide a timely evaluation of how a harmonious business environment can be created and managed successfully in an increasingly turbulent business environment.

This introduction has two objectives: first, to provide readers with a road map for this book, detailing its structure and, second, to serve as a guideline for recent developments in harmony and conflict management. This chapter thus provides a perspective for the book as a whole, underlining its novelty and innovative aspects of problems and challenges emerging as a result of recent economic reforms and development in Asia.

This book contains 12 chapters and is divided into two parts – the Harmony Perspective (Part I) and the Conflict Perspective (Part II). A brief account of each is given below.

Part I: The Harmony Perspective

Part I includes seven chapters that examine various issues on how Asian firms endeavour to harmonize the business environment. First, we deal with the long existing concept of harmony and its impact on joint venture performance. Second, we look into how the economic reform in China shapes the gender situation into a more equitable situation. Third, we explain that the benefit from harmonious interactions between Chinese and German firms on environment behaviour would accrue to both

nations. This is followed by three chapters going deeper into the concept of trust at large. First, we examine the role of trust in knowledge generation and dissemination. As the Asian business environment is changing rapidly, the issue of trust is further explored by tracking how trust is likely to shift over time in international joint alliances in southwest China. We then investigate how harmonizing processes such as trust building, communication, leadership, shared goals and commitment differ within the context of the cultural framework of global companies. The final chapter in this part deals with an empirical study on trust, commitment, relationship quality, and behavioural consequences for international tourist hotels in Taiwan. These chapters provide a sound foundation for readers who do not have a good knowledge of how harmony and conflicts are dealt with in Asian business.

In Chapter 2, Raymond Chow and Oliver Yau report on the development and validation of a set of multi-item scales for the measurement of harmony using established procedures from the measurement development literature. A brief review of previous related studies on the roles of harmony in joint venture performance is provided, followed by the hypothesized dimensions of harmony and then a description of the procedures to construct the subscales and assess their psychometric properties.

The results presented in this chapter are relevant both to business academicians and to practitioners. From the theoretical perspective, the harmony orientation (HO) scale developed not only helps to enrich the content and meaning of the construct, but it also helps to enhance our understanding of the importance of harmony in business ventures in general and in the Chinese business environment in particular. From the managerial perspective, this chapter provides empirical support for the importance of harmony in conducting business in China, and has significant implications for international marketers. When formulating new venture strategies in the greater China market, the scale developed can help to gauge the degree of HO held by international joint venture (IJV) partners.

In Chapter 3, Sharon Moore and Julie Jie Wen look into how economic reform in China has been shaping the gender situation in business areas. They identify that the economic and social status of women in China can be viewed in three historical stages. The first stage reflects over two millennia of Confucian culture and patriarchy, when the gap between two genders was seen as infinite. The second stage (1949–78), represents the Chinese Communist party goal to promote equity and eliminate social differences between men and women. The third stage, from 1978, is the current era of economic reforms.

They analyse the historical and political factors affecting the economic and social status of women in terms of these three historical periods, concluding that although the economic and social status of women continues to rise in China, the gap in career opportunities available for men and women shows little sign of narrowing. In a society where men are traditionally regarded as superior, the economic reforms actually undercut women's status by withdrawing state assistance and increasing gender-based inequality. Both primary and secondary data sources are utilized to describe the current position of women in management roles, a privileged class compared to other women in the workforce.

A sample of 316 Chinese male and female business managers was surveyed. Along the same lines, another group of 85 women managers were also focus group interviewed in Guangzhou, China during 2003–04. They applied gender history and theory to the current working day reality of middle to senior level women managers in China. Although focusing on women's opinions and experience in the interview and focus group study, they also uncovered the experience and organizational issues of male managers to minimize any potential bias, and maximize validity and reliability. Strategies that developed through interview and focus group data to advance women's employment in China are explored.

In Chapter 4, Lena Croft and Shige Makino present a conceptual framework depicting the relation between corporate environmental values and corporate environmental behaviour (CEB) to explain why firms proactively go beyond profit maximization to combat environmental problems. Interaction between a German firm, which puts environment pollution as a primacy, and firms from China where 'no regret' policy in promoting the economic growth is in practice, is discussed. The result demonstrates that placing emphasis on CEB can transform a conflicting issue to achieve a harmonious result.

The proposing construct advances existing knowledge by further deriving categorization, dynamic patterns of categorization and taxonomy of CEB suggesting future direction of study within the area of organization and the natural environment. Through the exploration of the new construct, this chapter intends to generate new debates that lead to enrichment of theoretical development to a relatively new area in the pressing natural environment, and practitioners are still adopting a 'learning-by-doing' attitude to tackle this complicated issue.

In Chapter 5, Leo Leung and K.F. Lau examine the role of trust in knowledge generation and dissemination. Distinction is made between perceived trust at interpersonal level and inter-organizational level (or group level). Two strands of research streams are employed to understand the role of

trust in knowledge management process at these two levels. First, social exchange theory is used to explore the interactions among individuals in developing trust at interpersonal level. Then, transaction cost analysis is adopted to investigate the role of trust as a coordinating mechanism in organizing functional activities within and between organizations in addition to the use of either market or hierarchy. Both theories provide a conceptual foundation to understand the development of trust in facilitating knowledge creation and transfer.

Different forms of trust may emerge throughout different stages of the knowledge management process. Developing unconditional trust requires time, costs and commitment of resources. Some empirical research studies have demonstrated a positive relationship between trust and knowledge generation/dissemination. An appropriate organizational setting such as team orientation, market-oriented culture and open-communication climate is important to trust-building. Various strategies for building trust are discussed at the end of this chapter.

In Chapter 6, John Kidd and Xue Li review several aspects of trust, distrust and its dynamics in international joint ventures. Further, they indicate how 'trust' is likely to shift over time, and then links these suggestions to findings from fieldwork conducted in southwest China.

There is a considerable body of research upon international joint alliances, their mode of entry and their sociometrics, but there is little research on the shift in attitudes about their inter-organizational trust as time progresses. That is, from 'early' to 'late', as the alliance moves towards maturity. The overall research, partially reported in this chapter, is to look at the concept of trust in joint alliance relationships in China and how this construct may change over time as both parties get to know each other better. The data collection supporting the research is based upon a questionnaire and on data culled from semi-structured interviews.

Their analyses indicate that there is a drift in trust between the partners (on both sides of the alliance) that indicate the preference of outsider firms is to move from a joint operation to one that is wholly owned. They also suggest that all IJV staff must become aware of 'the needs of the other party' and to be attentive to subtle changes in both their (and the others') attitudes and expectancy as the alliance matures. Such attention might obviate the need to break up the alliance prematurely; or conversely, it may allow the dissolution of the alliance without recrimination through the recognition of the needs of the other party.

In Chapter 7, Pamela Yeow and Wolfgang Dorow present preliminary empirical evidence of a German organization and look at the problems and solutions of integrating subsidiaries into the global parent company. They

look specifically at intercultural aspects of shared goals, trust and communication and discuss the implications of the findings within the context of globalization and integration of corporate culture at top management levels. The premise is that the effective management of different cultures is a key factor for corporate survival in this turbulent world.

Their chapter reveals that 'trust' was seen as a particularly critical cultural variable in the interaction relationships between local and foreign executives. Within the 'trust' dimension, it was found that in general, the Japanese significantly did not feel that they could rely on their foreign subordinates or superiors. They report that the Japanese preferred to have a more formalized procedure within the organization, significantly more so than the Germans or the Americans. Shared basic values (e.g., employee and quality focus, long-term thinking) have facilitated the evolution of a culture of trust between European (specifically German) and Japanese executives. However, this trust relationship is at risk from stereotypes that have developed over the past two decades, partially based on short-term deployment practices. The heavily criticized increase in explicit, formal monitoring, which is interpreted as a policy of suspicion, should be reviewed by the parent companies with a view to building trust. Language barriers exacerbate the problem of intercultural trust building by obscuring the authenticity of the communication partner. Trust building is a long-term management task; its advantage lies in reduced monitoring expenses.

In Chapter 8, Che-Jen Su and Cheng-Chien Wang integrate marketing literature and offer a model and hypotheses that demonstrate the mediating role of relationship quality among trust, commitment, and behavioural intention in the international tourist hotel industry. Data were collected from a field survey of 182 qualified consumers in Taiwan, and structural equation modelling (SEM) was utilized to examine structural linkages and to analyse their relative impacts. Results reported in this chapter indicate that relationship quality appears to have a remarkably positive impact on all behavioural consequences, namely, relationship continuity, word-of-mouth, and share of purchases. Specifically, hotel commitment positively shapes relationship quality more strongly than do other antecedents. Overall, hotel commitment was confirmed to be the dominating construct in the framework. The implications of these findings for tourist practice and future research are discussed.

This chapter expands the knowledge of relationship quality's mediating role in the process of improving behavioural consequences of relational customers in the international tourist hotel industry. A remarkable finding is that commitment to the hotel explains more variance than the other

antecedents of relationship quality and behavioural consequences. This chapter provides greater support for past findings in a more comprehensive framework.

Part II: The Conflict Perspective

This part focuses on the conflict aspects in Asian business and consists of four chapters. First, we deal with the moderating effects of situation factors on the relationship between Chinese cultural values and consumers' complaint behaviour. Second, we look into the profile and perceptions of buyers of pirated products, a serious problem confronted by many multinational companies doing business in Asia. This is followed by a chapter in which we explore a new framework to analyse the competitive potential of business groups in Asia, a subject that have attracted much interest and attention from researchers and practitioners. In the final chapter, we attempt to address the different impacts of economic crises and health crises on marketing activities, which are critical for a firm's business development and even a firm's survival in an increasingly turbulent business environment.

The effects of Chinese cultural values on consumers' complaint behaviour in the restaurant setting are the subject of Chapter 9. In this chapter, Simone Cheng and Oliver Yau describe some distinctive Chinese values, including the desire for harmony and conflict avoidance, the Doctrine of the Mean, face, and their effects on consumers' complaint intentions, which are seldom discussed in studies conducted in the West. Further, some situation factors do moderate the relationship between Chinese cultural values and consumers' complaint behaviour. These situation factors include in-group versus out-group, seniority versus people in the same generation, and the impression management.

This chapter proposes that distinctive Chinese cultural values influence the complaint behaviour of Chinese consumers. It also examines the relationship between Chinese cultural values, situation factors, and the complaint behaviour of Chinese consumers. The study presented in this chapter makes several contributions. First, it is the first attempt to explain Chinese' consumer complaint behaviour based on traditional Chinese values other than collectivism. This chapter advances the current knowledge on the complaint behaviour of Chinese. Second, despite a general conception that Chinese consumers are reluctant to complain even when they are dissatisfied with products and services, no previous study on consumer behaviour proposed the importance of situation factors in moderating the relationship between cultural values and complaint

behaviour in the Chinese setting. This chapter asserts that the complaint intention of Chinese consumers is largely moderated by situations. Although the complaint intention of Chinese consumers is low in many situations, they may complain to facilitate impression management. As such, this chapter takes a step further by including the moderating effect of situation factors in Chinese complaint behaviour.

In Chapter 10, in contrast to previous studies, Wah-leung Cheung and Gerard Prendergast profile heavy and light buyers of pirated VCDs/DVDs, their demographics, buying behaviour, and perceptions of pirated VCDs/DVDs vis-à-vis their original equivalents.

Product piracy in many parts of Asia is a serious problem for multi-nationals wishing to do business there. Different from previous studies on product piracy, the study presented in this chapter surveys actual buyers of pirated products in Hong Kong. In particular, the focus is on heavy and light buyers of pirated VCDs/DVDs. Personal interviews with more than 350 pirated product buyers revealed that pirated VCDs/DVDs, which are most often purchased for the buyers and/or their families, are identified mainly by their price and buying location. Purchasing appears to be prominent among males. Pirated VCDs/DVDs were perceived as being in adequate supply and having adequate variety, and to be up to date. Comparing consumer perceptions of pirated VCDs/DVDs with their expectations from original equivalents, pirated VCDs/DVDs were felt to underperform in all respects, but most notably in the areas of variety, quality, their ethical and legal aspects, and after sales service. Based on the findings, recommendations are made for reducing pirated product buying.

Diversified business groups from Asian countries have attracted much attention from researchers and practitioners, with their competitive potential being one main point of interest. In Chapter 11, Martin Hemmert proposes a new framework to analyse the competitive potential of business groups by assessing (1) their market-based competitive potential; (2) their resource-based competitive potential; and (3) the extent to which managerial control can be exerted over them.

This framework is applied to Japanese and Korean business groups (*kigyō shudan* and *chaebol*). It is shown that both Japanese and Korean business groups have only a limited market-based competitive potential, but a high resource-based competitive potential. Whereas Japanese business groups are loose network-type organizations with no managerial control, however, Korean business groups are hierarchically structured and centrally managed. They have utilized their high competitive potential during recent decades to create competitive advantage through internal resource sharing.

At the same time, their centralized management has also resulted in often unsound diversification strategies which forced many of them into bankruptcy or reorganization after the Asian financial crisis of 1997.

During the outbreak of severe acute respiratory syndrome (SARS), the analysts generally predicted a recession to follow the crisis. However, the results showed a surprising strong economic growth. In Chapter 12, Oliver Yau and his associates attempt to address the different impacts of economic crises (or financial crises) and health crises on marketing activities, which are critical for a firm's business development and even a firm's survival.

A life-cycle model is applied to show the different effects under an economic crisis and a health crisis. A health crisis, such as SARS, brings higher current consumption rather than lower consumption under an economic crisis. An economic crisis lowers the expected income and thus the current consumption is lower in order to maintain savings for future consumption. A health crisis lowers expectancy life but the current consumption is raised as savings are cut for smaller future consumption is expected. For marketers, correct marketing strategies under a crisis will provide competitive advantages over the rival firms. Thus, marketing implications are provided for practitioners in developing marketing strategies during a crisis. Precision judgement is critical to the success of the marketing strategy.

Concluding remarks

This book tries to provide the readers with tools for understanding, researching and managing Asian business. All contributions are grouped into one of the two parts – the harmony aspect or the conflict aspect. In each chapter, we also focus on a particular area of interest in managing businesses in the Asian perspective. In particular, the harmony-oriented approaches to problem solving and conflict resolution are dealt with in great length. In addition to the contribution in providing insights into recent developments, problems that were encountered and challenges that are being faced by Asian and foreign executives are discussed. We are confident that in understanding these problems and challenges, it will help prepare strategies for enhanced performance in Asia in this turbulent era.

Index

- accompaniment, 14, 15, 16
- action
 - legal, 149
 - public, 149
 - regulatory, 168
- aggressive diversification, 204
- agriculture sector, 87
- aircraft part, 167
- altruism, 52
- analysis
 - confirmatory factor, 20
 - factor, 19, 81, 93, 129, 170
 - item, 19, 20
 - principal component, 130
- antecedent, 5, 6, 66, 75, 125, 134, 136, 154, 155
- antecedent states, 155
- anxiety, 150
- Asian business group, *see* group
- Asian Financial Crisis, *see* crisis
- Australian Tourist Commission Report, 221
- authenticity, 5, 116
- authority, 36, 58, 71, 72, 150
- automobile business, 186, 204
- automobile industry, *see* industry
- autonomy, 113, 119

- balance sheet effect, 211
- balance sheet problem, 211
- behaviour
 - complaint, 6, 7, 143, 144, 145, 146, 148, 149, 150, 153, 154, 155, 157, 158, 159, 160, 161, 162
 - corporate environmental, 3, 50, 51, 53, 54, 55, 56, 57, 59, 60, 61
 - deviant, 150, 158
 - environmental citizenship, 52, 53
 - interpersonal, 12
 - sexist, 42
- behavioural consequence, 2, 5, 6, 8, 124, 125, 129, 133, 134, 136, 137, 138

- Beijing opera, *see* opera
- beyond compliance, 57, 61
- bridging (*da*), 16, 17, 20
- business cycle, 210
- buyer
 - heavy, 169, 171, 174
 - light, 7, 167, 168, 170, 171, 177

- calculative trust, *see* trust
- Campbell-Fiske criterion, 24
- Cantonese opera, *see* opera
- career advancement, 24, 38
- career progression, 40
- caring ideology, 34
- carrot, 51
- Cathay Pacific Airways, 218
- causes of crisis, *see* crisis
- centralized power, 119
- chaebol, 7, 182, 186, 187, 195, 196, 200, 201, 202, 203, 204, 205
- China
 - pre-revolutionary, 48
 - pre-socialist, 35
- Chinese Communist party, 2, 33
- Chinese cultural value, *see* value
- Chinese cultural value scale, 13
- Chinese culture, *see* culture
- Chinese Ministry of Science and Technology, 59
- Chinese restaurant chain, 227
- Chinese value survey, 13
- citizenship
 - environmental, 52, 53, 61
 - good, 53
- clean development mechanism, 51, 58, 59, 60, 62
- codification, 66
- collaboration, 17, 59, 65, 73, 94
- collectivism, 6, 12, 13, 14, 120, 144, 161
- collectivist culture, *see* culture
- combination, 66, 72, 96, 198

- commercialization of education, *see* education
- commitment
 economic, 85
 management education, 45
 resource, 83
- common governance structure, 183
- commonality, 20
- communication
 face-to-face, 117
 word-of-mouth, 154, 158
- company
 multinational, 105, 114
 transnational, 37, 42, 43, 44, 106, 107, 121
- competitive advantage, 7, 8, 52, 65, 75, 136, 194, 195, 204, 205, 229
- complaint behaviour, *see* behaviour
- Conference of Parties, 58
- confirmatory factor analysis, *see* analysis
- confirmatory model, 20
- conflict avoidance, 6, 147, 148, 154, 160
- Confucian culture, *see* culture
- Confucian philosophy, 12, 147, 148
- Confucianism, 12, 13, 14, 145, 146, 147
- connectivity, 65
- consensus, 53, 60, 61, 114, 125, 146
- consumer
 health-crisis-hit, 227
 voluntary simplicity, 212
- Consumer Council, 149
- consumer dissatisfaction, *see* dissatisfaction
- consumer perception, 7, 168, 169, 175
- contagion, 211
- contextualism, 82
- convergent validity, *see* validity
- cooperation, 17, 65, 70, 94, 107
- corporate culture, *see* culture
- corporate environmental behavior, *see* behaviour
- corporate environmental policy, 53, 57
- corporate environmental value, *see* value
- counterfeit goods, 167, 176
- creativity, 68, 119
- crisis
 Asian Financial, 8, 186, 201, 204, 209, 210, 211, 212, 217, 218, 227, 228
 causes of, 211
 economic, 8, 209, 210, 213, 217, 218, 225, 228, 229
 exchange rate, 210
 financial, 182, 211, 213, 217, 219, 225, 227, 229
 health, 8, 209, 210, 214, 215, 217, 220, 224, 225, 226, 227, 228, 229
 self-fulfilling, 211
- critical incident, 87
- cross-functional team, 65
- cultural complexity, 96, 110
- cultural difference, *see* difference
- cultural dimension, *see* dimension
- cultural diversity, 110, 112, 113
- cultural inheritance, 12
- cultural orientation, *see* orientation
- cultural revolution, 48
- cultural value, *see* value
- cultural value dimension, *see* dimension
- culture
 Chinese, 12, 13, 14, 19, 72, 99, 144, 147, 148, 151, 152, 156, 158, 161
 collectivist, 144, 152, 156
 Confucian, 2, 32
 corporate, 5, 47, 105, 119
 national, 108
 regional, 110
 workplace, 40
- Daiichi-Kangyo group, *see* group
- Daimaru, 218
- decentralization, 119
- delegation, 119
- deployment practice, 5, 116
- deviant behaviour, *see* behaviour
- difference
 cultural, 107, 110, 111, 115, 121
 gender, 33, 34, 36, 46
- digitization, 65
- dignity, 152

- dimension
 - cultural, 114, 116, 118, 120, 144, 161
 - cultural value, 14
- direct confrontation, 148
- discriminant validity, *see* validity
- dissatisfaction
 - consumer, 143
 - service, 148
- dissemination, 2, 3, 4, 67, 71, 72, 73, 75
- distance
 - external, 84
 - internal, 84
 - psychic, 84
- distrust, 4, 94, 95, 96, 97
- doctrine of the mean, 6, 148, 149, 151, 158, 159, 160, 161
- dross, 99
- Dunning's Eclectic Paradigm, *see* paradigm
- early trust, *see* trust
- economic assessment, 183
- economic commitment, *see* commitment
- economic crisis, *see* crisis
- Economic Management and Audit Scheme, 53
- economic reform, 1, 2, 3, 11, 31, 32, 33, 34, 40, 43, 47
- economic stagnation, 182
- economic turbulence, 217
- education
 - commercialization of, 38, 39
 - quality, 45
- egalitarianism, 146
- employers of choice, 47
- enhancing customer relationship, *see* relationship
- enrichment (*bu*), 3, 15, 16, 18, 20, 26, 60
- enterprises
 - state-owned, 37, 38
 - transnational, 106
- environment
 - guanxi*, 81
 - information-intensive, 65
 - natural, 3, 50, 51, 52, 53, 54, 55, 59, 60, 61, 62, 147
 - environment pollution, 3, 50
 - environmental citizenship, *see* citizenship
 - environmental citizenship behavior, *see* behaviour
 - environmental management standard, 53
 - environmental performance, 54
 - environmentalism, 50, 52
 - equal pay, 32, 33, 35, 42
 - equal work, 32, 35
 - equity joint venture, *see* joint venture
 - Euro-Chinese interaction, *see* interaction
 - exchange rate crisis, *see* crisis
 - expatriate management, *see* management
 - expected consumption, 212, 213, 214, 215
 - expected life, 209, 212, 214, 216, 217, 219, 226, 227
 - expressive tie, *see* tie
 - external distance, *see* distance
 - external efficacy, 34
 - external market force, 184
 - external opinion, 144, 151
 - external stakeholder, *see* stakeholder
 - externalization, 66
 - face protection, *see* protection
 - face-to-face communication, *see* communication
 - factor analysis, *see* analysis
 - factor loading, 20, 130, 173
 - fake district, 170
 - fertilizer, 167
 - financial crisis, *see* crisis
 - firm
 - western, 183, 196, 202
 - western conglomerate, 202, 203
 - fixed exchange rate, 211
 - flexibility, 47, 110, 113, 119
 - focus group, *see* group
 - food product, *see* product
 - foreign partner, 11, 17, 18, 83, 99
 - foreign exchange reserve, 211
 - foreign management, *see* management
 - Fourth World Conference on Women, 33

- gender difference, *see* difference
- gender equality, 33
- gender gap, 34, 35, 39, 47, 48
- generalizability, 27, 28, 56
- German multinational, 112, 113, 114, 115, 116
- German Technical Cooperation Unit (GTZ), 59
- global consolidation, 204
- global interaction, *see* interaction
- globalization, 5, 65, 85, 105, 106, 107, 108, 211
- good citizenship, *see* citizenship
- greenhouse gas, 58, 59, 62
- group
- Asian business, 182, 183, 196, 203, 205
 - Daiichi-Kangyo, 197
 - focus, 3, 32, 40, 43, 47, 170, 172
 - Hyundai Motor, 186, 187, 194, 195, 206
 - Samsung, 204
 - TÜV Rheinland, 59
 - zaibatsu, 199
- group harmony, *see* harmony
- guanxi* environment, *see* environment
- guanxi* maintenance, *see* maintenance
- guanxi* network, *see* network
- guilt, 150, 152
- hao*, 162
- harmonious relationship, *see* relationship
- harmony
- group, 13, 14
 - interpersonal, 147, 152
 - intra-person, 146
 - maintenance of, 144
 - musical, 14, 15
 - social, 14, 147, 148
- harmony orientation, *see* orientation
- hateke zukuri*, 96
- health crisis, *see* crisis
- health crisis-hit consumer, *see* consumer
- health food, 229
- heavy buyer, *see* buyer
- Hong Kong Hotel Association, 221
- Hong Tai Travel Agency, 222
- human interaction, *see* interaction
- Hutchison Telecommunication, 218
- Hyundai Motor group, *see* group
- illegitimate distributor, 168
- imitation (*sui*), 16, 18, 20, 26
- in-group member, *see* member
- impression management, *see* management
- incentive, 17, 51, 52, 57, 60, 71, 196, 225, 228
- individualism, 12, 120, 144
- industrial production, 37, 46, 65
- industrialization, 45, 185, 186
- industry
- automobile, 187, 194, 195
 - pharmaceutical, 187
- information-intensive environment, *see* environment
- innovation, 53, 54, 65, 68, 71, 111, 113, 120
- inoffensive strategy, 150
- insider, 80, 81, 88, 93, 94, 98, 156
- instrumental tie, *see* tie
- inter-organizational network, *see* network
- interaction
- Euro-Chinese, 51
 - global, 105
 - human, 151, 152
 - interpersonal, 70, 146, 155
- internal asset, 184
- internal distance, *see* distance
- internal stakeholder, *see* stakeholder
- internal structure, 183, 200
- internalization, 66
- international competition, 183
- International Emission Trading, 58
- international expansion, 205
- international financial system, 218
- international joint venture, *see* joint venture
- international market, 2, 27, 187
- international strategic alliances, 13
- international tourist hotel, 2, 5, 124, 125, 128, 134, 137
- interpersonal behaviour, *see* behaviour
- interpersonal harmony, *see* harmony

- interpersonal interaction, *see*
interaction
- interpersonal relationship, *see*
relationship
- intra-person harmony, *see* harmony
- introduction (*yin*), 16
- involvement, 70, 158, 177
- item analysis, *see* analysis
- item purification, 130
- Japanese Fair Trade Commission, 196
- joint venture
equity, 13, 83
international, 2, 4, 11, 18, 78, 107
- Junior Chamber, Taiwan 128
- Kia Motor, 187
- kigyo shudan, 7, 182, 185, 186, 187,
195, 196, 197, 199, 201, 202, 203
- knowledge creation, 4, 65, 66, 67, 70,
71, 72, 73, 74, 75
- knowledge management, *see*
management
- knowledge-based trust, *see* trust
- knowledge-intensive organization, *see*
organization
- kyosei, 96, 97, 100
- Kyoto protocol, 50, 51, 57, 58, 59, 61
- labour retrenchment, 33
- late trust, *see* trust
- leadership role, 39, 41
- leadership style, 110, 111
- leading, 16, 17, 18, 20
- legal action, *see* action
- legitimate manufacturer, 176
- li*, 162
- liberal, 47
- liberation, 32, 48
- lien*, 152, 159, 175
- light buyer, *see* buyer
- Louis Vuitton, 176
- maintenance
guanxi, 81
relationship, 85
- maintenance of harmony, *see*
harmony
- management
expatriate, 114
foreign, 115
impression, 6, 7, 144, 152, 153, 155,
159, 160, 161
knowledge, 65, 66, 67, 68, 70, 71,
72, 73, 74, 75, 82, 100, 113
management education commitment,
see commitment
managerial coherence, 197
managerial control, 7, 182, 184, 197,
199, 200, 201, 202, 203, 204, 205,
206
Maoist era, 33
marginalization, 33, 34
market segment, 187
materialism, 48, 177
member
in-group, 155, 156, 157, 158
out-group, 155, 156, 157, 158
mentoring, 39, 42
mianzi, 152, 153, 157, 159, 160, 161
milking, 95, 96
mixed tie, *see* tie
moderation, 151
moderator, 155
moral self control, 149, 151
multinational company, *see* company
musical harmony, *see* harmony
mutual hostage, 85
- national culture, *see* culture
- National Strategy Study Program, 59
- natural environment, *see*
environment
- natural environmental protection, *see*
protection
- network
guanxi, 80, 87
inter-organizational, 184
social, 44, 144, 152
network structure, *see* structure
networking, 42, 44, 80
new product, *see* product
next village, 82
non-deceptive fake, 167
nursing home, 43
- occidental, 79
- occupational mobility, 38

- open conflict, 148
- opera
 - Beijing, 15
 - Cantonese, 15
- operating cost, 26
- organization
 - knowledge-intensive, 71
 - World Health, 223
- orientation
 - cultural, 143
 - harmony, 2, 14, 16, 19, 20, 26, 27, 28
 - social, 144
- osewa ni naru*, 96
- out-group member, *see* member
- outsider, 4, 79, 80, 81, 85, 87, 88, 93, 94, 98, 99, 100, 156, 157
- overall satisfaction, 26, 124, 137
- pai-he*, 15
- paradigm
 - Dunning's Eclectic, 84
 - quantitative, 82
- Park'N Shop, 226
- patience, 41
- patriarchy, 2, 32
- Pay-the-Difference Guarantee, 226
- peace, 147
- Peninsula Hotel, 227
- personal integrity, 144, 150
- personalization, 66
- pharmaceutical, 45, 187
- pharmaceutical industry, *see* industry
- physical surroundings, *see* surroundings
- pirated product, *see* product
- pre-revolutionary China, *see* China
- pre-socialist China, *see* China
- price promotion, 227
- principal component, *see* analysis
- Prisoner's Dilemma, 96
- private consumption expenditure, 219
- privatization, 37, 40, 45
- product
 - food, 167
 - new, 26, 67, 73, 226
 - pirated, 7, 168, 170, 176, 177
- professional development, 39, 40
- proportional quota, 19
- protection
 - face, 144
 - natural environmental, 50
- psychic distance, *see* distance
- public action, *see* action
- public disagreement, 153, 158
- qualitative method, 81, 82
- quantitative paradigm, *see* paradigm
- quality education, *see* education
- radical environmentalism, 50
- Ralph Lauren, 176
- recorded music, 167
- regional culture, *see* culture
- regulatory action, *see* action
- relationship
 - enhancing customer, 124
 - harmonious, 15, 16, 19, 147, 148
 - interpersonal, 12, 134, 136, 147, 148, 151
 - role, 152, 156, 160
 - transferable, 157
- relationship continuity, 5, 125, 126, 129, 133, 134, 136, 137, 138
- relationship maintenance, *see* maintenance
- relationship quality, 2, 5, 6, 124, 125, 126, 127, 128, 129, 131, 132, 133, 134, 136, 137
- reliability, 3, 19, 20, 26, 129, 130, 173
- ren*, 147
- reorganization, 8, 108
- resource-based competitive position, 184
- resource commitment, *see* commitment
- role relationship, *see* relationship
- Samsung group, *see* group
- state-owned enterprises (SOEs), 37, 38
- save face, 153
- self regulation, 151
- self-fulfilling crisis, *see* crisis
- self-interest, 52, 85, 96, 176
- self-mastery, 14
- service dissatisfaction, *see* dissatisfaction
- severe acute respiratory syndrome (SARS), 8, 209, 210, 212, 217, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229

- sexism, 42
- sexist behaviour, *see* behaviour
- sexuality, 33
- shame, 150
- share of purchase, 5, 125, 126, 129, 133, 134, 136, 137
- shared value, *see* value
- short-distance tour, 224
- simple model of life-cycle hypothesis, 210
- situation
 - social, 66, 70, 144
 - win-win, 96
- situation factor, 6, 7, 143, 145, 154, 155, 160, 161
- snowballing, 87
- social acceptance, 144
- social conformity, 144, 150
- social exchange theory, 4, 70
- social expectation, 144, 150
- social harmony, *see* harmony
- social ideology, 32, 43
- social network, 44, 144, 152
- social order, 150
- social orientation, *see* orientation
- social reform, 32
- social reproduction, 46
- social self, 144
- social situation, *see* situation
- social status, 2, 3, 31, 32, 34, 152, 159
- social surroundings, *see* surroundings
- social technique, 152
- social value, *see* value
- socialist transformation, 34
- socialization, 66
- stage of trust, *see* trust
- stage-wise evolution of trust, *see* trust
- stakeholder
 - external, 106, 107
 - internal, 106
- state-owned enterprises, *see* enterprises
- structural heterogeneity, 182
- subculture, 110, 120
- surroundings
 - physical, 155
 - social, 155
- symbolic interactionism, 70, 82
- synchronizing, 16, 17, 18, 20, 26
- tacit, 65, 66, 67, 71, 74
- task feature, 155
- temporal aspect, 155
- tie
 - expressive, 156
 - instrumental, 156
 - mixed, 156
- tinghua*, 158
- total variance explained, 20
- transfer problem, 211
- transferable relationship, *see* relationship
- transnational company, *see* company
- transnational enterprises, *see* enterprises
- trust
 - calculative, 85, 86
 - early, 85, 86
 - knowledge-based, 97
 - late, 82, 86, 97
 - stage-wise evolution of, 85
 - stage of, 86
- trust-commitment linkage, 134
- TÜV Rheinland group, *see* group
- Uganda, 43, 44
- unemployment rate, 218, 222
- union (*qi*), 16, 18, 78, 94
- United Nations Conference on Environment and Development (UNCED), 51
- United Nations Framework Convention on Climate Change (UNFCCC), 58
- validity
 - convergent, 24, 130
 - discriminant, 24, 130
- value
 - Chinese cultural, 6, 13, 143, 144, 145, 146, 154, 155, 158, 159, 160
 - corporate environmental, 3, 52, 53, 54, 60
 - cultural, 6, 11, 14, 145, 146, 155, 160, 161, 162
 - shared, 70, 71, 72, 74, 111, 119
 - social, 147
- voluntarism, 57

voluntary simplicity consumer, *see*
consumer

western conglomerate firm, *see* firm

western firm, *see* firm

willingness to cooperate, 41

win-win situation, *see* situation

wisdom, 67, 68

word-of-mouth communication, *see*
communication

work around, 100

working professional, 45

workplace culture, *see* culture

World Bank, 58, 59, 60

World Health Organization, *see*
organization

World Trade & Tourism Council, 221

zaibatsu, 185, 186, 199, 200, 203, 206

zaibatsu group, *see* group

zhongyong, 148, 149