

1. Record Nr.	UNINA9910813245903321
Autore	Zhang Xiabo
Titolo	Values, expectations, ad hoc rules, and culture emergence in international cross-cultural management contexts [[electronic resource]] / / Xiabo Zhang
Pubbl/distr/stampa	Hauppauge, N.Y., : Nova Science Publishers, c2009
ISBN	1-61324-025-2
Edizione	[1st ed.]
Descrizione fisica	1 online resource (234 p.)
Collana	Focus on civilizations and cultures series
Disciplina	658/.049
Soggetti	International business enterprises - Management Management Management - Social aspects - China Corporate culture Corporate culture - China Culture Industrial sociology
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Intro -- VALUES, EXPECTATIONS, AD HOCRULES, AND CULTURE EMERGENCE ININTERNATIONAL CROSS-CULTURALMANAGEMENT CONTEXTS -- CONTENTS -- PROLOGUE -- LIST OF FIGURES -- LIST OF CHINESE TERMS -- LIST OF ABBREVIATIONS -- INTRODUCTION -- 1.1. BACKGROUND -- 1.2. RESEARCH QUESTIONS -- 1.3. RESEARCH OBJECTIVES -- 1.4. SCOPE -- 1.5. RATIONALE -- 1.5.1. The Trend of Globalization -- 1.5.2. The Need for a New Conceptualization of Culture -- 1.5.3. The Need for Conducting Culture Research in the Chinese Context -- 1.6. RESEARCH METHODOLOGY AND METHOD -- 1.6.1. Research Methodology -- 1.6.2. Research Method -- 1.7. SUMMARY OF FINDINGS -- 1.8. LIMITATIONS OF THE STUDY -- LITERATURE REVIEW: THECONCEPTUALIZATION OF CULTURE -- 2.1. TRADITIONAL CONCEPTUALIZATIONS -- 2.1.1. The Concept of Culture -- 2.1.2. Early Scientific Definitions -- 2.1.1.1. Values as a Central Element -- 2.1.2.2. A Review of the Most Frequently Cited Early Definitions -- 2.2. VALUES-CENTERED DEFINITIONS OF CULTURE IN

EARLYMANAGEMENT LITERATURE -- 2.2.1. The Centrality of Values -- 2.2.2. Other Elements of Culture -- 2.2.3. Level of Analysis -- 2.3. CULTURE IN INTERNATIONAL CROSS-CULTURAL MANAGEMENT RESEARCH -- 2.3.1. The Cross-National Comparison Stream -- 2.3.1.1. Hofstede's Works -- 2.3.1.2. The GLOBE Project -- 2.3.1.3. Limitations of this Stream -- 2.3.2. The Intercultural Interaction Stream -- 2.3.2.1. Research on Organizational Culture -- 2.3.2.2. The Interpretive Paradigm -- 2.3.2.3. Application of Anthropological Theory and Methodology -- 2.3.2.4. Intercultural Communication -- 2.3.2.5. Major Characteristics of the Intercultural Interaction Stream -- 2.3.3. The Multiple Cultures Stream -- 2.4. THE EVOLUTION OF MODERN CONCEPTUALIZATIONS OF CULTURE -- 2.4.1. Anthropology -- 2.4.2. Sociology -- 2.5. CONCLUSION -- TOWARDS A DIALECTIC CONCEPTUALIZATION OF CULTURE.

3.1. RECENT DYNAMICS- AND PROCESS-ORIENTED CONCEPTUALIZATIONS -- 3.1.1. The Ecocultural Framework -- 3.1.2. The Cultural Evolution Theory of the Firm -- 3.1.3. The Dynamic Multi-Level Model of Culture -- 3.2. ANCIENT CHINESE PHILOSOPHY -- 3.2.1. Overview of Ancient Chinese Philosophy -- 3.2.2. Key Principles of Ancient Chinese Philosophy -- 3.2.2.1. The Embodiment of Reason in Experience -- 3.2.2.2. Epistemological-Pragmatic Unity -- 3.2.2.3. Part-Whole Interdetermination -- 3.2.2.4. Yin-Yang Dialectic Transformation -- 3.2.3. Applications of Chinese Philosophy to Management Research -- 3.3. TOWARDS A DIALECTIC CONCEPTUALIZATION OF CULTURE -- 3.3.1. Three Fundamental Premises -- 3.3.1.1. Premise I: Collective Nature -- 3.3.1.2. Premise II: Inseparability from Behavior -- 3.3.1.3. Premise III: Momentum to "Drift" -- 3.3.2. Culture as a Dialectic Process of Interaction and Mutual Transformation -- 3.3.2.1. Culture as a Process of Human Interaction -- 3.3.2.2. Culture as a Dialectic Process of Mutual Transformation -- 3.3.3. Theoretical and Methodological Implications -- 3.3.3.1. Theoretical Implications -- 3.3.3.2. Methodological Implications -- 3.4. CONCLUSION -- RESEARCH METHODOLOGY AND METHOD -- 4.1. THE OVERALL METHODOLOGICAL ORIENTATION OF THIS STUDY -- 4.1.1. Cross Cultural Research Issues -- 4.1.2. The Methodological Implications of the Dialectic Processual Perspective on Culture -- 4.1.3. Characterizing the Research Methodology of this Study -- 4.1.3.1. Purpose of Research-Descriptive -- 4.1.3.2. Philosophical Orientation-Interpretive -- 4.1.3.3. Methodology of Theory Building-Inductive -- 4.1.3.4. Nature of Data and Data Collection-Qualitative and Field -- 4.1.3.5. Use of Theory-Grounded -- 4.2. THE RESEARCH QUESTIONS -- 4.2.1. The Main Questions -- 4.2.2. The Subsidiary Questions -- 4.3. THE CHOICE OF GROUNDED THEORY. 4.3.1. The Fit of Grounded Theory as a Research Method for This Study -- 4.3.2. An Overview of Grounded Theory -- 4.3.3. The Roles of Literature and Personal Experience in Grounded Theory Research -- 4.3.3.1. Literature -- 4.3.3.2. Researcher's Personal Experience -- 4.4. DATA COLLECTION -- 4.4.1. Semi-Structured Interviews of Chinese and Expatriates -- 4.4.1.1. The Semi-Structured Interview -- 4.4.1.2. The Interview Questions -- 4.4.1.3. Conducting the Interviews -- 4.4.2. Non-Participant Observation in the SW-ICCM Workplace -- 4.4.3. Documentary Data Sources on SW-ICCM Contexts -- 4.5. SAMPLING -- 4.5.1. General Considerations of Sampling for Qualitative-Interpretivist Research -- 4.5.2. Purposeful Sampling and Theoretical Sampling -- 4.5.3. Factors Affecting Sample Size in Qualitative-Interpretivist Research -- 4.5.4. Sampling in this Study -- 4.5.4.1. Selective and Theoretical Sampling -- 4.5.4.2. The Informants -- 4.5.4.3. The Location -- 4.5.5. Sample Size Considerations in this

Study -- 4.6. DATA CODING, ANALYSIS, AND THEORY FORMULATION  
-- 4.6.1. Data Coding and Analysis -- 4.6.1.1. Basic Analytic Techniques -- 4.6.1.2. Coding -- 4.6.1.3. Coding Results of this Study  
-- 4.6.2. Theory Formulation and Presentation -- 4.6.2.1. Substantive and Formal Theory -- 4.6.2.2. Theory Presentation -- 4.7. CREDIBILITY AND RELATED ISSUES -- 4.7.1. Credibility Issues in Qualitative-Interpretivist Research -- 4.7.1.1. Reliability -- 4.7.1.2. Validity -- 4.7.1.3. Neutrality -- 4.7.1.4. Generalizability -- 4.7.2. Credibility Issues in Grounded Theory Research -- 4.8. ETHICS CONSIDERATIONS  
-- 4.9. CONCLUSION -- THEME I: PAY CONFIDENTIALITY -- 5.1. DIFFERENCES IN PAY CONFIDENTIALITY BETWEEN CHINA AND THE WEST  
-- 5.1.1. The Chinese Perspective -- 5.1.2. The Expatriate Perspective  
-- 5.2. THE PATTERN OF PAY CONFIDENTIALITY IN SW-ICCM CONTEXTS IN CHINA.  
5.2.1. A Hybrid, Split Pattern -- 5.2.2. The Influence of the Chinese Culture -- 5.2.3. Concern with Internal and External Equity -- 5.2.4. Awareness, Understanding, and Acceptance -- 5.3. EMERGENCE OF THE PATTERN OF PAY CONFIDENTIALITY IN SW-ICCM CONTEXTS IN CHINA -- 5.3.1. The Chinese Perspective -- 5.3.2. The Expatriate Perspective -- 5.4. A FRAMEWORK OF THE EMERGENCE OF THE PAY CONFIDENTIALITY PATTERN IN SW-ICCM CONTEXTS IN CHINA -- 5.4.1. Further Discussion on the Hybrid, Split Pattern -- 5.4.2. A Proposed Processual Framework  
-- 5.5. CONCLUSION -- THEME II: KNOWLEDGE/INFORMATION SHARING -- 6.1. DIFFERENCES IN KNOWLEDGE/INFORMATION SHARING BETWEEN CHINA AND THE WEST -- 6.1.1. In-Groups and Private Knowledge/Information Sharing -- 6.1.2. Face-Saving and Private Knowledge/Information Sharing -- 6.2. THE PATTERN OF KNOWLEDGE/INFORMATION SHARING IN SW-ICCM CONTEXTS IN CHINA -- 6.2.1. Open Sharing and no In-Groups -- 6.2.2. Open Sharing and In-Groups Coexisting -- 6.2.3. The In-Between Cases -- 6.3. EMERGENCE OF THE KNOWLEDGE/INFORMATION SHARING PATTERN IN SW-ICCM CONTEXTS IN CHINA -- 6.3.1. Difference Awareness -- 6.3.2. Action Formulation -- 6.3.3. Informant Experiences -- 6.4. A FRAMEWORK OF THE EMERGENCE OF THE KNOWLEDGE/INFORMATION SHARING PATTERN IN SW-ICCM CONTEXTS IN CHINA -- 6.4.1. A Static Representation -- 6.4.2. A Processual Representation -- 6.5. CONCLUSION -- THEME III: STATUS DIFFERENTIATION -- 7.1. DIFFERENCES IN STATUS DIFFERENTIATION BETWEEN CHINA AND THE WEST -- 7.1.1. The Chinese Perspective -- 7.1.2. The Expatriate Perspective -- 7.2. THE PATTERN OF STATUS DIFFERENTIATION IN SW-ICCM CONTEXTS IN CHINA -- 7.2.1. Superior-Subordinate Relationships -- 7.2.1.1. The General Situation on Status Differentiation -- 7.2.1.2. Form of Address -- 7.2.1.3. Chinese Informants' General Attitude toward Low Status Differentiation.  
7.2.2. Peer Relationships -- 7.2.2.1. The General Situation on Status Differentiation -- 7.2.2.2. Form of Address -- 7.3. EMERGENCE OF THE STATUS DIFFERENTIATION PATTERN IN SW-ICCM CONTEXTS IN CHINA -- 7.3.1. The General Situation on Status Differentiation -- 7.3.2. Form of Address -- 7.4. A FRAMEWORK OF THE EMERGENCE OF THE STATUS DIFFERENTIATION PATTERN IN SW-ICCM CONTEXTS IN CHINA -- 7.4.1. A Static Representation -- 7.4.2. A Processual Representation -- 7.5. CONCLUSION -- THE FORMAL THEORY -- 8.1. THE FORMAL THEORY -- 8.1.1. A Static Representation -- 8.1.2. A Processual Representation -- 8.1.2.1. The Duality between Cognition and Behavior -- 8.1.2.2. The Multiple Elements of Cognitive State -- 8.1.2.3. Values -- 8.1.2.4. Expectations -- 8.1.2.5. Ad Hoc Rules -- 8.1.2.6. Unawareness, Awareness, Understanding, and Acceptance -- 8.1.2.7. Progressive Changes in Cognitive State -- 8.1.2.8. "Sketch Maps",

Cultural Knowledgeability, and Cultural Knowing -- 8.2. FURTHER ELABORATIONS -- 8.2.1. Expectations and Ad Hoc Rules as "Shock Absorbers" -- 8.2.2. Culture as both Stable and Changing -- 8.2.2.1. The Two Camps and the Three Streams -- 8.2.2.2. Yin-Yang -- 8.2.3. The Boundary of Culture -- 8.2.3.1. Internal Consistency -- 8.2.3.2. Internally Inconsistent Culture -- 8.2.3.3. The "Age" of Culture -- 8.3. CONCLUSION -- CONCLUSION -- 9.1. MAIN CONTRIBUTIONS OF THIS STUDY -- 9.1.1. Recapitulation of the Formal Theory -- 9.1.2. Theoretical Contributions -- 9.1.2.1. The Duality between Stability and Change -- 9.1.2.2. The "Multi-Carriage Train" Perspective -- 9.1.2.3. Inclusiveness and the "Age" of Culture -- 9.1.3. Practical Implications -- 9.2. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH -- 9.2.1. Generalizability -- 9.2.2. The Need for Further Theoretical Refinement -- 9.3. CONCLUDING REMARKS -- APPENDICES -- APPENDIX A. THE YIN-YANG DIAGRAM.  
APPENDIX B. CONTRIBUTION OF DIFFERENT SOURCES OF INPUTS TO THEME DEVELOPMENT.

---