Seminar in Chinese Organizational Behavior

Fall 2022（updated 2022/09/15）

Instructor: Shu-Cheng Steve Chi

Office Hrs: by appointment

Introduction:

There has been an increased emphasis on the study of organizational behavior (OB) in Chinese contexts in the recent decades. We will review some basic concepts that are central in understanding human behaviors in China, Hong Kong, and Taiwan. Also, I encourage you to try to apply these concepts to understand organizational phenomena not only in Chinese contexts, but also in other cultural contexts. I hope that after completion of this course, you will gain a reasonable knowledge on the status quo of the Chinese OB field and can develop your own analytic standpoints regarding the related issues.

Course Requirements:

Readings and Presentation: There will be assigned readings every week. Students need to take turns to present a summary of the readings to the class**.** (Powerpoints and/or a written form of summary are required.)

Assignments for Each Week: Every student is expected to complete all the assigned readings for each week and comes up with one to three questions for classroom discussion. (Please specify the related article if possible.) The questions should be sent to me through emails N136@ntu.edu.tw before 3PM that day. Not just raising questions, please be prepared to provide your version of answers to your own questions.

Participation: Regular attendance (include online attendance) is critical to your successful completion of this course. You are expected to actively participate in our classroom discussions.

A Two-Stage Report and Oral Presentation:

Stage 1 Report: You will need to write a 2-3 pages short essay on a topic that is related to our class. Your essay is due on October 26th Format: Font 12, double-spaced. Reference format: APA style. Your essay should demonstrate an in-depth understanding of the related concepts with a critical/analytical touch from your own standpoints.

Stage 2 Report: You will need to write a 10-15 pages essay as your final report and you will need to make a 20-minute oral presentation to the class on your final report. Format: Font 12, double-spaced. Reference format: APA style. Your final report can be an extension of your Stage 1 report. The report should contain a review of the literature on a selected topic and your proposed hypotheses/propositions. For doctoral students, you will need to describe the methods for conducting a study to test your hypotheses and discuss the study's contributions and implications. Your essay is due on December 21th, 2022.

Grading　　　　　Your performance is calculated as follows:

Stage 1 Report	12%
Stage 2 Report	44%
Class participation	44%

(include attendance, assignments for each week, in-class participation, etc.)

Suggested Books: (Reserved in NTU library for this class)

- J. T. Li, A. S. Tsui & E. Weldon (Eds.). (2000). *Management and Organizations in the Chinese Context*. London, UK: Palgrave Macmillan.
- X. Huang, & M. Bond (Eds.). (2012). *Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*. Cheltenham, UK: Edward-Elgar.

Preliminary Readings: For students who are not familiar with Chinese culture, I recommend you to read the following book and articles before you read the assigned papers.

- Tu, W. M. (1985). *Confucian thought: Selfhood as creative transformation*. New York, NY: State University of New York Press.

9/14 Chinese Learning
- Anthony Kuhn. NPR. (2016, August 8)**. *In China, some schools are playing with more creativity, less cramming*. Retrieved from** http://www.npr.org/sections/parallels/2016/08/08/488581846/in-china-some- schools-are-playing-with-more-creativity-less-cramming

9/21 The Concepts **of Face (面子/臉) and Rénqíng (人情)**

- The China Culture Corner. (2013, October 10). *Gaining and losing face in China*. Retrieved from https://chinaculturecorner.com/2013/10/10/face-in-chinese-business/

9/28 The Dynamics of Guanxi (關係)
- The China Culture Corner. (2013, October 30). *The art of giving gifts in China*. Retrieved from http://chinaculturecorner.com/2013/10/30/giving-gifts-in-china/

- The China Culture Corner. (2013, April 21). *What is guanxi – relationships in China*. Retrieved from https://chinaculturecorner.com/2013/04/21/chinese-relationships-guanxi/

10/12 Harmony (和諧) and Conflict Management
- The China Culture Corner. (2013, September 24). *Tips for communicating with the Chinese, part 1*. Retrieved from https://chinaculturecorner.com/2013/09/24/how-to-communicate-with-the-chinese-part-1/
- The China Culture Corner. (2013, October 20). *Tips for communicating with the Chinese, part 2*. Retrieved from https://chinaculturecorner.com/2013/10/20/tips-for-communicating-with-the-chinese-part-2/

11/9 Chinese Leadership
- The China Culture Corner. (2014, May 12). *What does "leader" mean in China?* Retrieved from https://chinaculturecorner.com/2014/05/12/what-does-leader-mean-in-china/

Topics Overview：

	Topic and the Assigned Readings
9/7	**Class Introduction**
9/14	**Studying Chinese Organizational Behavior** **2-1** Huang, H., & Bond, M. H. (2012). Why we need this edited book now! In X. Huang, & M. Bond (Eds.), *Handbook of Chinese Organizational Behavior: Integrating theory, research and practice* (pp. 3-10). Cheltenham, UK: Edward-Elgar. **2-2** Chen, C., Friedman, R. & McAllister, D. J. (2017). Seeing and studying China: Leveraging phenomenon-based research in China for theory advancement, *Organizational Behavior and Human Decision Processes,* 173, 1-7. **Chinese Learning** **2-3** Tweed, R. G., & Lehman, D. R. (2002). Learning considered within a cultural context: Confucian and Socratic approaches. *American Psychologist*, 57, 89- 99. **Additional articles for references:** ● Li, P. P. (2014). The unique value of Yin-Yang balancing: A critical response. *Management and Organization Review*, 10, 321-332. ● Mullen, C. A. (2017). Creativity in Chinese schools: Perspectival frames of paradox and possibility, *International Journal of Chinese Education*, 6, 27-56.
9/21	**The Concepts of Face (面子/臉) and Rénqíng (人情)** **3-1** Hu, H. C. (1944). The Chinese concepts of "face". *American Anthropologist*, 46, 45-64. **3-2** Ho, D. Y. (1976). On the concept of face. *American Journal of Sociology*, 81, 867-884. **3-3** Huang, K. K. (1987). Face and favor: The Chinese power game, *American Journal of Sociology*, 92, 944-974. **Additional article for reference:**

	● Ting-Toomey, S. (2017). Face work and face negotiation theory, The *International Encyclopedia of Intercultural Communication.* (pp. 1-5) Young Yun Kim (General Editor), Kelly L. McKay-Semmler (associate Editor), John Wiley & Sons, Inc.
9/28	**Guanxi (關係)** **4-1** Tsui, A., & Farh, J. L. (1997). Where guanxi matters: Relational demography and guanxi in the Chinese context. *Work and Occupations*, 24, 56-79. **4-2** Su C., & Littlefield, J. E. (2001). Entering guanxi: A business ethical dilemma in Mainland China? *Journal of Business ethics*, 33, 199-210. **4-3** Wang, W., & Seifert, R. (2017). Employee referrals: A study of 'close ties' and career benefits in China. *European Management Journal*, 35(4), 514-522. **4-4** Chen, X. P., & Chen, C. C. (2004). On the intricacies of the Chinese guanxi: A process model of guanxi development. *Asia Pacific Journal of Management*, 21, 305-324. **Additional articles for reference:** ● Chen, X. P., & Peng, S. (2008). Guanxi dynamics: Shifts in the closeness of ties between Chinese coworkers. *Management and Organization Review*, 4, 63-80. ● Shang, Y. F., Fu, P. P., & Chong, M. (2012). Relational power in the Chinese context. In X. Huang, & M. Bond (Eds.), *Handbook of Chinese Organizational Behavior: Integrating theory, research and practice* (pp. 436-448). Cheltenham, UK: Edward-Elgar. ● Chen, C. C., Chen, X-P, & Huang, S. (2013). Chinese Guanxi: An integrative review and new directions for future research *Management and Organization Review,* 9, 167-207. ● Chen, C. C., Gaspar, J. P. Friedman, R., et al. (2017). Paradoxical relationships between cultural norms of particularism and attitudes toward relational favoritism: A cultural reflectivity perspective, *Journal of Business Ethics*, 145, 63-79. ● Yao, J., Zhang, Z-X, Brett, J., & Murnighan, J. K. (2017). Understanding the trust deficit in China: Mapping positive experience and trust in strangers, *Organizational Behavior and Human Decision Processes*, 143, 85-97. ● Chi, S., Friedman, R. Chu, C-C, & Shih, H-L, (2019). Chinese acceptance of mistreatment by in-relation offenders can be neutralized by triggering a "group" collectivism perspective. *European Journal of Work and Organizational Psychology*, 28, 384-398.
10/5	**Guanxis at the Organizational Level** **5-1** Zhang, Y, & Zhang, Z. (2006). Guanxi and organizational dynamics in China: A link between individual and organizational levels. *Journal of Business ethics*, 67, 375-392. **5-2** Ip, P. K. (2009). Is Confucianism good for business ethics in China? *Journal of Business Ethics*, 88, 463-476. **5-3** Park, S. H., & Luo, Y. (2001). Guanxi and organizational dynamics: Organizational networking in Chinese firms. *Strategic Management Journal*, 22, 455-477. **5-4** Burt, R., & Burzynska, K. (2017). Chinese entrepreneurs, social

	networks, and Guanxi. ***Management and Organization Review***, 13, 221-260. **Additional articles for reference:** ● Fu, P., Tsui, A. S. & Dess, G. G. (2006). The dynamics of Guanxi in Chinese hightech firms: Implications for knowledge management and decision making, ***Management International Review***, 46, 277–305. ● Burt, R., & Opper, S. (2017). Early network events in the later success of Chinese entrepreneurs. ***Management and Organization Review***, 13, 497-537.
10/12	**Harmony (和諧)** **6-1** Leung, K., Koch, P. T., & Lu, L. (2002). A dualistic model of harmony and its implications for conflict management in Asia. ***Asia Pacific Journal of Management***, 19, 201-220. **6-2** Friedman, R. A., Chi, S., & Liu, L.A. (2006). An expectancy model of Chinese-American differences in conflict avoiding. ***Journal of International Business Studies***, 37, 76-91. **6-3** Lun, V. M. (2012). Harmonizing conflicting views about harmony in Chinese culture. In X. Huang, & M. Bond (Eds.), ***Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*** (pp. 467-479). Cheltenham, UK: Edward-Elgar. **Additional article for reference:** ● Leung, K., Brew, F. P., Zhang, Z., & Zhang, Y. (2011). Harmony and conflict: A cross-cultural investigation in China and Australia. ***Journal of Cross-Cultural Psychology***, 42, 795-816.
10/19	**Chinese Work Values** **7-1** The Chinese Culture Connection. (1987). Chinese values and the search for culture-free dimensions of culture. ***Journal of Cross-cultural Psychology***, 18, 143-164. **7-2** Fang, T. (2003). A critique of Hofstede's fifth national culture dimension, ***International Journal of Cross Cultural Management***, 3, 347-368. **7-3** Tang, N., Wang, Y., & Zhang, K. (2017). Values of Chinese generation cohorts: Do they matter in the workplace? ***Organizational Behavior and Human Decision Processes***, 143, 8-22. **Additional articles for reference:** ● Ralston, D. A. et al. (2006). Stability and change in managerial work values: A longitudinal study of China, Hong Kong, and the U.S. ***Management and Organization Review***, 2, 67-94. ● Cheung, F. M., Van de Vijver, F. J. R., & Leong, F. T. L. (2011). Toward a new approach to the study of personality in culture. ***American Psychologist***, 66, 593-603
	Stage 1 Report Due **Chinese Work Behavior (I)** **8-1** Westwood, R., & Lok, P. The meaning of work in Chinese contexts: A comparative study. ***International Journal of Cross Cultural Management***,

10/26	3. 139-165. **8-2** Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organizational citizenship behavior in the People's Republic of China. ***Organization Science***, 15, 241-253. **8-3** Liu, Z., Liu, X., Hong, Y., Brockner, J., Tam, K., Li, Y. (2017). Is individual bribery or organizational bribery more intolerable in China (versus in the United States)? Advancing theory on the perception of corrupt acts, ***Organizational Behavior and Human Decision Processes***, 143, 111-128.
11/2	**Chinese Work Behavior (II)** **9-1** Liu, X., Kwan, H. K., & Chiu, R. K. (2014). Customer sexual harassment and frontline employees' service performance in China. ***Human Relations***, 67, 333-356. **9-2** Liu, S., Wang, M., Bamberger, P., Shi, J., & Bacharach, S. B. (2015). The dark side of socialization: A longitudinal investigation of newcomer alcohol use. ***Academy of Management Journal***, 58, 334-355. **9-3** Chuang , A., Hsu , R. S., Wang, A. C., & Judge, T. A. (2015). Does West "fit" with East? In search of a Chinese model of person–environment fit. ***Academy of Management Journal***, 58, 480-510.
11/9	**Chinese Leadership** **10-1** Farh, J. L., & Cheng, B. S. (2000). A cultural analysis of paternalistic leadership in Chinese organizations. In J. T. Li, A. S. Tsui & E. Weldon (Eds.). ***Management and Organizations in the Chinese Context*** (pp. 84-127). London, UK: Palgrave Macmillan. **10-2** Wu, M., & Xu, E. (2012). Paternalistic leadership: From here to where? In X. Huang, & M. Bond (Eds.), ***Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*** (pp. 449-466). Cheltenham, UK: Edward-Elgar. **10-3** Huang, X. (2012). The romance of motivational leadership: how do Chinese leaders motivate employees? In X. Huang, & M. Bond (Eds.), ***Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*** (pp. 184-208). Cheltenham, UK: Edward-Elgar. **Additional article for reference:** ● Tsui, A., & Xin, K. (2012). Chinese companies need strong and open-minded leaders: Interview with Zong Qinghou. ***Chinese Management Insights***, 3, 80-86.
11/16	**Chinese Negotiation** **11-1** Graham, J. L., & Lam, N. M. (2003). The Chinese negotiation. ***Harvard Business Review***, October, 82-91. **11-2** Gelfand, M. J., Brett, J. M., Imai, L., Huang, T. J., Hsu, B. I. (2013). Toward a culture-by-context perspective on negotiation: Negotiating teams in the United States and Taiwan. ***Journal of Applied Psychology***, 98, 504-513. **11-3** Ghauri, P., & Fang, T. (2001). Negotiating with the Chinese: A socio-cultural analysis. ***Journal of World Business***, 36, 303-325. **Additional article for reference:** ● Liu, L. A., Friedman, R. A., & Chi, S. (2005). 'Ren Qing' versus the 'Big 5': The role of culturally sensitive measures of individual difference in

	distributive negotiations. ***Management and Organization Review***, 1, 225-247.
11/23	**Putting Together** **12-1** Whetten, D. A. (2009). An examination of the interface between context and theory applied to the study of Chinese organizations. ***Management and Organization Review***, 5, 29-55. **12-2** Leung, K. (2012). Theorizing about Chinese organizational behavior: The role of cultural and social forces. In X. Huang, & M. Bond (Eds.), ***Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*** (pp. 13-28). Cheltenham, UK: Edward-Elgar. **12-3** Tsui, A. S. (2012). Contextualizing research in a modernizing China. In X. Huang, & M. Bond (Eds.), ***Handbook of Chinese Organizational Behavior: Integrating theory, research and practice*** (pp. 29-47). Cheltenham, UK: Edward-Elgar. **Additional articles for reference:** ● Barney, J. B., & Zhang, S. (2009). The future of Chinese management research: A theory of Chinese management versus a Chinese theory of management. ***Management and Organization Review***, 5, 15-28. ● Jia, L., You, S., & Du, Y. (2012). Chinese context and theoretical contributions to management and organization research: A three-decade review. ***Management and Organization Review***, 8, 173-209.
11/30	**Break (Prepare for your presentation)**
12/7	**Presentation**
12/14	**Presentation**
12/21	**Stage 2 Paper due**