

Contents

Foreword by Zhao Yining	9
Introduction by Jeanne Boden	11
Map of China	15
A Symbolic Title: 'The Wall Behind China's Open Door'	16
Eight Chapters	18
1 Confucianist China	21
1.1 Introduction	22
1.2 Main Characteristics of Confucianism	23
1.2.1 Confucianism: Hierarchy and Harmony	23
1.2.2 Filial Piety	24
1.2.3 Order According to the Situation	24
1.2.4 Social Status	24
1.2.5 Hierarchy in Society	25
1.2.6 Classification of Things	27
1.2.7 Doctrine of Zhongyong	27
1.3 Confucianism throughout History	28
1.3.1 Origins of Confucianism	28
1.3.2 Confucianism in the Chinese Empire	29
1.3.3 Confucianism as State Ideology	30
1.3.4 Tribute System	31
1.4 Confucian Values in Contemporary Chinese Culture and Corporate Culture	32
2 Coherent China	35
2.1 Introduction	36
2.2 Main Characteristics of Daoism	36
2.2.1 Daoism and Holistic Thinking	36
2.2.2 Laozi and the Daodejing	37
2.2.3 Appreciation of Zhuangzi	38
2.3 Daoist Concepts	38
2.3.1 Yin and Yang	38

2.3.2 Qi	39
2.4 Sixty-Year Cycle	40
2.5 Pursuit of Harmony with Destiny	40
2.6 Daoism and Holistic Thinking in Contemporary Chinese Culture and Corporate Culture	41
3 Communist China	43
3.1 Introduction	44
3.2 The Chinese Communist Party	45
3.2.1 The Chinese Communist Party in Control	45
3.2.2 Democratic Centralism	45
3.2.3 Committees and Commissions of the CCP	47
3.2.4 Work Unit	48
3.3 From Confucian to Communist Role Model	50
3.4 From Planned Economy towards Market Economy	51
3.4.1 Planned Economy	51
3.4.2 Towards a Socialist Market Economy after 1978	54
3.4.3 Legacy of Planned Economy and Innovation in Contemporary Corporate Culture	54
4 Contemporary China	59
4.1 Introduction	60
4.2 History	60
4.2.1 Contemporary History: Introduction	60
4.2.2 The Last Imperial Dynasty: Qing (1644–1912)	61
4.2.2.1 Political Evolutions	61
4.2.2.2 Cultural Climate during the Qing Dynasty	62
4.2.3 The Republic of China (1911–1949)	63
4.2.3.1 Political Evolutions	63
4.2.3.2 Cultural Climate during the Republic of China	64
4.2.4 People's Republic of China	66
4.2.4.1 The People's Republic of China: 1949–1978	66
4.2.4.1.1 1949–1978: Political Evolutions	66
4.2.4.1.2 1949–1978: Cultural Climate	69
4.2.4.2 The People's Republic of China: 1978–Today	70

4.2.4.2.1 Political Evolutions after 1978	70
4.2.4.2.2 Cultural Climate during the People's Republic of China after 1978	71
4.3 Politics	76
4.3.1 Introduction	76
4.3.2 Chinese People's Political Consultative Conference (CPPCC)	76
4.3.3 Parties in the People's Republic of China	77
4.3.4 The State Structure Today	77
4.3.4.1 National People's Congress (NPC)	78
4.3.4.2 Standing Committee of the NPC	78
4.3.4.3 The President of the People's Republic of China	79
4.3.4.4 The State Council and the Premier	79
4.3.4.5 Central Military Commission (CMC)	80
4.3.4.6 Chinese Justice System	81
4.3.5 Administrative Division of China	81
4.3.6 Regional Government	83
4.3.7 Decentralization after 1978	83
4.3.8 International Politics	84
4.4 Media and Information	85
4.4.1 Freedom of Speech and Censorship	85
4.4.2 News Agencies and Printed Media	88
4.4.3 Television	88
4.4.4 Radio	89
4.4.5 Internet	89
4.4.6 Information and Secrecy	90
4.5 Education in China	91
4.5.1 Introduction	91
4.5.2 Education Reform	92
4.5.3 Decentralization and Recentralization of finances in the Education System	93
4.5.4 Education in China Today	93
4.5.5 Privatization	94
4.5.6 Education Policy and International Cooperation	95
4.5.7 Main Focuses in Chinese Education Methods	95

4.5.8 Two Views on Education: a Chinese and an American	96
4.6 People and Society	100
4.6.1 Urbanization and City Governance in China	100
4.6.1.1 Urban Governance during the Chinese Empire	100
4.6.1.2 Evolutions between 1912 and 1949	101
4.6.1.3 Communist Work Unit City Planning	102
4.6.1.4 Restoration and Reform: Chinese Boxes within Boxes	102
4.6.1.5 Urban Land Reform	103
4.6.2 Population	103
4.6.3 One Child Policy	104
4.6.4 Hukou	105
4.6.5 Migrant Workers	107
4.7 Calendar Use and Festivals in China	109
4.7.1 Introduction of the Gregorian Calendar in China	109
4.7.2 Moon Calendar	109
4.7.3 Festivals and Holidays	110
4.7.4 Chinese New Year	111
4.7.5 International Influence	112
4.7.6 Official Holidays	112
5 Communicative China	117
5.1 Languages and Communication	118
5.1.1 Introduction	118
5.1.2 Features of the Chinese Language	119
5.1.3 Simplification of Chinese Characters	119
5.1.4 Mandarin and Local Languages	119
5.1.5 Indirect Grammatical Structures	120
5.1.6 Working with Translators	120
5.1.7 Body Language	120
5.2 Guanxi Networks: A Society of Circles	121
5.2.1 Insider – Outsider Ethics	121
5.2.2 Chinese Insiders – Foreign Outsiders	124
5.2.3 Guanxi and Reciprocity	124

5.2.4 Guanxi Networks versus Relationships Based on Individual Choice	128
5.2.5 The In-Group	129
5.2.6 Establishing a Relationship	129
5.2.7 Regional Chinese Differences and Intercultural Communication	130
5.3 Face	131
5.3.1 The Concept of Face	131
5.3.2 Face and Guanxi	133
5.3.3 Reciprocity and Trading Face	133
5.4 Communication Patterns	134
5.4.1 Communication Patterns in Diffuse and Specific Cultures	134
5.4.2 Group Dynamics	135
5.4.3 Indirect Communication and Indirect Actions in China	135
5.4.4 Communication Layers and Underlying Messages	136
5.4.5 Avoidance of Responsibility	136
5.4.6 Guanxi and Requests	136
5.4.7 Non Confrontational Criticizing	137
5.4.8 Long Distance Cooperation	138
6 Corporate China	141
6.1 From Planned Economy to Market Economy	142
6.2 De-collectivization of the Communes and Decline of the Work Unit System	142
6.3 Towards a Diversification of Ownership	143
6.3.1 State Owned Enterprise (SOE)	144
6.3.2 Domestic Privately Owned Enterprise and Self Employed Businesses	144
6.3.3 Listed Companies	145
6.3.4 Township and Village Enterprises (TVE)	145
6.3.5 Foreign Invested Enterprises (FIE)	145
6.3.5.1 Joint Venture (JV)	145
6.3.5.2 Wholly Foreign Owned Enterprise (WFOE)	146
6.4 Attracting Foreign Investment	147
6.4.1 Special Economic Zones (SEZ)	147
6.4.2 Industrial Parks	148

6.4.3 Representative Office	148
6.5 Stages in Regional Economic Development and Development of Infrastructure	148
6.6 Understanding Cultures and Corporate Cultures	150
6.6.1 Culture and Work-Related Culture	150
6.6.2 Geert Hofstede: Five Dimensions in Cultures	151
6.6.3 Mixtures of Corporate Cultures	156
6.6.4 Western Culture Influencing Western Corporate Culture	156
6.6.5 Chinese Culture Influencing Chinese Corporate Culture	157
6.6.6 Western Corporate Culture in Chinese Companies	158
6.6.7 The Perception of the Chinese Global Citizen	158
6.7 Working in China	159
6.7.1 China's Workforce	159
6.7.2 Recruitment and Employment	159
6.7.3 Remuneration	160
6.7.4 Work Attitude and Position in Hierarchy	160
6.7.5 Status, Uniforms, Titles	161
6.7.6 Teamwork and Loyalty	162
6.7.7 Different Generations	162
6.7.8 Returnees	163
6.7.9 Leadership	164
6.7.9.1 Leadership and Management in China	164
6.7.9.2 Chinese Leadership Styles	164
6.7.10 Unemployment and Job Security	166
6.7.11 Loyalty and Job-Hopping	167
6.7.12 Trade Unions	168
6.8 Time and Time Management	171
6.8.1 Traditional Time Concept: Cycles in Cycles	171
6.8.2 Professional and Private Time	172
6.8.3 Time Management: Time Is Money	173
6.8.4 Process-oriented versus Result-oriented	173
6.9 Conflict Management	174
6.9.1 Conflict and Culture	174
6.9.2 Instrumental versus Expressive Conflict	174

6.9.3 Chinese Cultural Aspects Influencing Conflict Management	175
7 Commercial China	181
7.1 China and the WTO	182
7.2 Laws and Regulations	182
7.2.1 Copyright Law in Context	182
7.2.2 Chinese Characteristics of Law and Judicial Practice	188
7.2.3 Implementation of Laws	189
7.3 Evolutions in Business Communication	189
7.3.1 1949–1978	189
7.3.2 1978–Today	190
7.4 Promotion and Advertising in China	191
7.4.1 From Ideological Slogan to Commercial Advertising	191
7.4.2 Politically Controlled Commercial Advertising	192
7.4.3 The Focus in Advertising in China	193
7.4.4 Promotion Campaigns and Popular Culture	194
7.5 Brands and Logos	196
7.5.1 Brand Names	196
7.5.2 Translation of Brands and Corporate Names	196
7.5.3 Symbolism in Advertisements and Brands	196
7.5.4 Mottos and Corporate Spirit	197
7.6 Chinese Consumers	198
7.6.1 Consumer Behavior	198
7.6.2 Customer Service	199
7.7 Trading Ethics	200
7.8 Dealing with Money	202
7.8.1 Chinese and Money: Private Saving and Investing	202
7.8.2 Corruption	202
7.9 Negotiating with China	203
7.9.1 Stages in the Negotiation Process	203
7.9.2 Decision-Making Process	203
7.9.3 Chinese Strategic Thinking	204
7.9.4 Chinese Business Negotiating Style	205

8 Conformist China	209
8.1 Ritual, Etiquette, Reverence	210
8.2 Host and Guest	211
8.3 Ritual and Official Delegations	212
8.4 Banquets	212
8.4.1 Banquets and Harmony	212
8.4.2 Hierarchy: Toasting and Speeches	215
8.5 Hierarchy, Business Cards, Addressing People	219
8.6 Hierarchy, Guanxi, Status and Gift Giving	220
Conclusion	222
Selection of Official Websites from the People's Republic of China	224
Selected Bibliography – Further Reading	226
Index of Chinese Characters	231
Chinese Names – People and Locations	242
Chinese References in Notes	243
Index	245