

# Contents

Chapter 1	Introduction: The Overseas Chinese as an Economic Culture	1
	The Spirit of Capitalism	8
	A Spirit of Chinese Capitalism?	10
Chapter 2	The Sojourners	17
	Hong Kong, Taiwan, and Singapore	23
	Indonesia	25
	The Philippines	27
	Malaysia	29
	Thailand	31
	The Nanyang	33
Chapter 3	The Psycho-Social Legacy of China	41
	Fundamental Beliefs and Values	43
	Confucianism	43
	Taoism	50
	Buddhism	50
	Religion and Social Order	51
	Social Structures	53
	Family	53
	Networks	54
	Ethnicity	57
	Relationship Rules	58
	Filial Piety	59
	Collectivism and Face	62
	Limited and Bounded Trust	66
	Rules for Action	68
	The Work Ethic	69
	Money, Frugality, and Pragmatism	70
	Forms of Cognition	72

<b>Chapter 4 Seeing Oneself</b>	<b>79</b>
Nature of the Data	79
Perceptions Surrounding the Self	84
<b>Chapter 5 Life in a Networked Society</b>	<b>95</b>
<b>Chapter 6 The Institutional Legacy of China</b>	<b>115</b>
The Historical Progress of Chinese Business	118
The Origins of Defensiveness and Insecurity	120
The Anatomy of Paternalism	127
The Endurance of Personalism	135
<b>Chapter 7 The Chinese Family Business</b>	<b>143</b>
The Environment of Business	146
The Firm's Internal Structure	153
Paternalism	156
Management Control and Financial Management	169
Personnel Management	170
Marketing Management	171
Production Management	173
General Management	173
Dilemmas of Growth and/or Stability	176
<b>Chapter 8 Society at Large</b>	<b>183</b>
Vertical Order	183
Pragmatic Cooperation	189
<b>Chapter 9 Sources of Efficiency and of Failure</b>	<b>205</b>
Vertical Cooperation	207
Horizontal Cooperation	213
Control	217
Adaptiveness	221

<b>Contents</b>	<b>xiii</b>
<b>Chapter 10 The Significance of the Overseas Chinese</b>	<b>227</b>
<b>The Overseas Chinese and Western Business</b>	<b>228</b>
<b>The Overseas Chinese and China</b>	<b>231</b>
<b>Implications for Organization and Management Theory</b>	<b>237</b>
<b>Economic Development and the Role of Culture</b>	<b>238</b>
<b>Appendix</b>	
<b>Methodology for the Study</b>	<b>241</b>
<b>The Object of Study</b>	<b>241</b>
<b>Chinese Managerial Ideology Interview Schedule</b>	<b>242</b>
<b>Sampling</b>	<b>246</b>
<b>Method of Data Gathering</b>	<b>246</b>
<b>Research Coordination</b>	<b>248</b>
<b>Data Analysis and Presentation</b>	<b>248</b>
<b>Confidentiality</b>	<b>249</b>
<b>Limitations</b>	<b>249</b>
<b>References</b>	<b>251</b>
<b>Index</b>	<b>261</b>