

Table of Content

A. Introduction	8
I. Problem Statement	8
II. Purpose of the Study	11
III. Study Questions	13
IV. Outline of the Study	13
B. Literature Review	15
I. Theoretical Background of the Empirical Research	15
1. Cultural Dimensions and Cultural Attributes of Chinese and Germans.....	16
1.1 Hofstede’s Five Cultural Dimensions	18
1.1.1. Power Distance (PD))	19
1.1.2. Individualism-Collectivism (IND-COL).....	20
1.1.3. Uncertainty Avoidance (UA).....	21
1.1.4. Masculinity vs. Femininity (MAS)	23
1.1.5. Long-term vs. short-term orientation (LTO-STO).....	24
1.2. Cultural Attributes of China and Germany	28
1.2.1. Confucianism: Harmony and Hierarchy.....	28
1.2.2. Daoism: Harmony and Relativism.....	30
1.2.3. Traditional Western Philosophy and Line of Thinking of Germans.....	32
2. Business Ethical Decisions Making and Cultural Impact on It.....	34
2.1. Terms of Ethics and Business Ethics.....	34
2.2. Individual Determinants in Business Ethical Decisions Making	36
2.2.1. Ethical Perceptions and Judgments	40
2.2.2. Individual Ethical Ideology-Relativism and Idealism.....	41
2.2.3. Business Professionals’ Attitudes towards Stakeholders’ Interests	49
2.3. Cultural Impact on Business Ethical Decision-Making	50
2.4. Ethical Dilemmas.....	52
II. Communication Strategies—Theoretical Exploration of Handling Ethical Dilemmas .	55
1. Role of Communication in Conflict Resolution.....	56
2. Nonverbal Communication----Business Conflict Resolution	59

3. Autochthon-Chinese Concept- an Access to Transcultural Communication.....	61
3.1. “Qi” in the Context of Communication.....	61
3.2. Resonance Concept in Communication	62
3.3. Implication of “Yin” and “Yang” for Communication:.....	63
4. Concluding Remarks.....	66
C. Research Hypotheses.....	69
I. Overview.....	69
II. Hypotheses Development.....	69
1. Ethical Perceptions and Judgments.....	69
2. Attitudes towards Ethics Sensitive Behavior	72
3. Ethical Ideologies: Relativism and Idealism.....	73
4. Attitudes toward Stakeholders.....	74
D. Methods	76
I. Overview.....	76
II. Instrument	76
III. Sample	79
IV. Data Collection	79
V. Measures and Analysis	80
1. Demographic data	80
2. Ethical Perceptions and Judgments.....	81
3. Ethical Ideology	81
4. Attitudes towards Stakeholders.....	82
E. Result	83
I. Overview.....	83
II. Pretest study	83
III. Sample analysis.....	84
IV. Manipulation checks	87
V. Response analysis.....	87
1. Test for Ethical Perceptions and Judgments.....	87
2. Test for Attitudes towards Unethical Business Practices	90
2.1. Treating Private Friends with Company’s Money.....	90
2.2. Views on Bribery.....	92
2.3. Hiring Technician from Competitors	95

2.4. Social Equality	97
2.5. Legal but Harmful Export	98
2.6. Giving Gifts.....	99
3. Test for Ethical Ideology.....	100
4. Test for Attitudes towards Stakeholders.....	102
VI. Chapter Summary	104
<i>F. Conclusion and Discussion</i>	<i>106</i>
I. Overview.....	106
II. Discussions	106
1. Ethical Perceptions and Judgments.....	106
2. Bribery Issues in China and Germany.....	108
2.1. Bribery in Germany	108
2.2. Bribery in China.....	110
3. Individual Moral Philosophy.....	112
4. "Guanxi" (Relationship) in China and Germany.....	114
5. Transformation of Chinese Ethics.....	117
6. Promote Communication between Chinese and Germans—Some Suggestions for Business Practices	119
III. Implications and Contributions	121
IV. Limitations.....	122
<i>References</i>	<i>125</i>
<i>Appendices.....</i>	<i>134</i>
Appendix 1. Questionnaire in English.....	135
Appendix 2: Questionnaire in Chinese.....	143
Appendix 3: Questionnaire in German	150
Appendix 4. Descriptive Statistics.....	158
<i>Stichwortverzeichnis.....</i>	<i>165</i>