

Contents

Acknowledgments — V

1 Introduction — 1

Structure of the Book — 3

2 Fundamentals — 4

Joint Ventures as a Market Entry Strategy — 4

What is a Joint Venture? — 5

Success Factors of International Joint Ventures — 7

Trust as a Success Factor of Joint Ventures? — 7

Intermediate Result — 11

What is Trust? — 12

What Does Trust Induce? — 15

Interorganizational Trust-Building Processes — 16

Trust in International Business Relations — 17

Cultural Orientations from a Western Perspective — 18

Hall's Concept of Culture — 19

Thomas's Concept of Culture — 21

Hofstede's Concept of Culture — 23

Trompenaars's Concept of Culture — 27

Schwartz's Concept of Culture — 31

The Culture Concept of the GLOBE Study — 33

The GLOBE Lens Applied to German and Chinese Cultures — 37

Intermediate Result — 39

Culture from a Chinese Perspective — 39

Trust in Chinese Culture — 43

Conclusion — 48

3 Confucianism, Daoism and Buddhism and Their Influence on Chinese Culture — 49

Confucianism — 49

Life and Teachings of Confucius — 49

Confucianism in Modern-day China — 54

Daoism — 55

The Teachings of Daoism — 55

Daoism in Modern-day China — 61

Buddhism — 62

Buddhism in China — 62

- The Legend of the Buddha — 63
- Teachings of the Buddha — 65
- Life, Death and Rebirth — 65
- Enlightenment and Nirvana — 66
- Buddhism in Modern-day China — 68

- 4 Conceptual Framework — 71**
 - Cognitive Trust — 71
 - Affective-emotional Trust — 73
 - Contextual Determinants of Interpersonal Trust — 74
 - Dispositional Trust — 74
 - Social Categorizing and Trust — 75
 - Role-based Trust — 75
 - Trust Based on Social Rules — 76
 - Problem Questions — 77

- 5 Method — 78**
 - Limits of the Generalizability of the Results — 81

- 6 Results — 83**
 - Overview of Statements Made by European and Chinese Managers on Intercultural Cooperation and Trust — 83
 - The Affective Component of Trust — 86
 - Development and Importance of Close and Friendly Relationships — 86
 - Separation of Work and Private Life — 88
 - Assumptions about Differences in Motivation between European and Chinese Managers — 92
 - Résumé — 94
 - The Cognitive Component of Trust — 96
 - Benevolence — 96
 - Integrity — 98
 - Abilities/Skills — 104
 - Résumé — 109
 - Context Factors — 109
 - Social Categorization and Trust — 109
 - Compliance with Social Rules and Trust — 116
 - Role Expectations and Trust — 125
 - Dispositional Trust — 129

7 Discussion and Implications — 134
The Results in Review — 134
Relevance of Affective Trust in the Chinese Culture — 135
Components of Cognitive Trust — 136
Social Categorizing — 137
Confirmed Expectations and Surprises — 138

8 Conclusion — 142

Bibliography — 143

List of Figures — 153

List of Tables — 155

About the Authors — 157

Index — 159