About the authors

LEAD AUTHORS

Dr Bor-Shiuan Cheng (鄭白壤) is Professor of Organisational Behaviour and Chairperson in the Department of Psychology, the National Taiwan University. He received his BA (1975), his MS (1977) and his PhD (1985) in psychology from the National Taiwan University. During his illustrious career he has received the National Science Council Outstanding Research Award and the Acer Best Scholar Award in Management Studies. He has also been postdoctoral fellow at the Institute of Industrial Relations, University of California at Berkeley, a visiting professor at the Judge Institute of Management Studies, University of Cambridge, UK and at the Euro-Asia and Comparative Management centre of INSEAD, France.

Professor Cheng's primary research interests include leadership, interorganisational networks, and organisational culture in Chinese organisations. He is also interested in the topics of organisational development and change and employee and customer satisfaction. He is the author or coauthor of many books and over fifty articles in learned journals, such as Personnel Psychology, the Journal of International Business Studies, Organizational Science, the Journal of Social Behavior and Personality, the Journal of Cross-Cultural Psychology and the Chinese Journal of Psychology. His most recent books are Management in Taiwan and China, 4 volumes (coedited with Kuo-long Huang and Chien-Chin Kuo) (Yuan-Liou, 1998), Organizational Culture: Analysis of Employee Level (Yuan-Liou, 2001), Organizational Behaviour Studies in Taiwan (Laureate, 2003), Leadership in Chinese Organizations (Laureate, 2005) and Paternalistic Leadership (Hwatai, 2006). He is the current executive editor of Indigenous Psychological Research in Chinese Societies, and consulting editor of the Asian Journal of Social Psychology and Management and Organization Review. Professor Cheng is also a Director of the Philips Quality Education Foundation, and consults for major corporations in the fields of organisational culture, organisational development, leadership, employee satisfaction and customer satisfaction in both Taiwan and China. He is an acknowledged leader in his field, serving as director of Division of Industrial and Commercial Psychology, the Taiwanese Psychological Association, is a Life Member of Clare Hall of the University of Cambridge, UK and is on

the advisory board of the Hang Lung Center for Organisational Research of the Hong Kong University of Science and Technology.

Dr Soo-Hung Terence Tsai (蔡舒恆) is Associate Director, MBA Programmes and a faculty member in Management (Business Strategy) at the Chinese University of Hong Kong. He received his BS in civil and environmental management from Cornell University, Ithaca, USA, his MS in environmental health management from Harvard University, Cambridge, MA, USA, and his PhD in Management Studies from St John's College, University of Cambridge, UK. Prior to joining CUHK, Professor Tsai was a Professor of Global Environment of Business at the Richard Ivey School of Business, the University of Western Ontario in Canada. His pre-Ivey career includes serving as a Rothmans Research Fellow in International Business at the Judge Business School and as a Research Fellow at Clare Hall, University of Cambridge, UK. He still holds the position of Senior Research Associate at Cambridge and is Visiting Professor of Management at Dalian University of Science and Technology in China.

Professor Tsai's research interests include multinational corporations, environmental management, organisational theory (environmental adaptive theories) and Chinese management. His most recent book Corporate Environmentalism in China and Taiwan was published by Palgrave-Macmillan in 2002. His other scholarly work has appeared in the *Journal* of Management Studies, International Studies on Management and Organisation, Journal of General Management, Asian Case Research Journal, Business Strategy and the Environment, the Case Journal of Dalian University of Science and Technology, The Globe and Mail, Recruit, the Harvard China Review and the Sun Yat-sen Management Review. Professor Tsai has also been a guest speaker at various international management conferences and serves as an advisor and a committee member of the United Nations Environmental Programme, the Academy of Management, the Greening of Industry Network and the Republic of China Strategic Alliance Society. Professor Tsai is currently on the editorial board of Business and the Natural Environment and the Case Journal of Dalian University of Science and Technology.

Professor Tsai is a consultant to the International Business Ethics Institute and was a full-time consultant at the General Electric Company, CH2M HILL Inc. Melzer Management Consulting (Germany) and has acted as an advisor to the National Environmental Protection Agency of China, the Environmental Protection Administration of Taiwan and the Massachusetts Department of Environmental Protection. His past consulting clients include organisations such as Acer, Dow Chemicals, Du Pont, Exxon, Hoest, ICI, Merck, Pepsi Cola, Philips and UMC.

Professor Tsai has lived and taught in Canada, China (including Hong Kong), Singapore, Taiwan, the UK and the USA.

CONTRIBUTING AUTHORS

Ms Lena Croft (簡曼粹) is a PhD student at the Chinese University of Hong Kong. Her research interest is foreign direct investment with special focus on the Chinese energy sector. Ms Croft is currently a subcommittee member (research and government liaison) of the Energy Committee, American Chamber of Commerce in Hong Kong.

Ms Donna Everatt holds an MBA from the Richard Ivey School of Business, the University of Western Ontario, Canada, and was employed as an Asian case writer at the same institution.

Dr Min-ping Huang (黃椒萍) is Associate Professor in the Department of Business Administration, Yuan Ze University, Taiwan. She received her PhD in business administration from the National Taiwan University, Taiwan. She is currently working on a series of papers examining how team composition, team structure and team leadership affect intra-team process and team effectiveness. She is also interested in how charismatic leadership affects employees' value fit and their effectiveness. Her most recent papers have been published in the Asian Journal of Social Psychology, International Journal of Manpower, Journal of Psychology in Chinese Societies, Indigenous Psychological Research in Chinese Societies and Journal of Management.

Dr Chin-kang Jen (任金剛) is Associate Professor of the Institute of Human Resource Management, the Yat-sen School of Management, the National Sun Yat-sen University. He received his PhD in organisational behaviour and human resource management from the National Taiwan University. His current research interests include organisational culture, trust, loyalty and organisations in the Chinese context. He has consulted for numerous public and private sector firms in Taiwan including Acer, China Steel, ITRI, Philips Taiwan, TSMC and UMC.

Dr Chia-wu Lin (林家五) is Associate Professor of Organisational Behaviour and Human Resource Management, at the Department of Business Management, National Dong Hwa University, Hualien, Taiwan. He has a PhD from the National Taiwan University, Taiwan. His research focuses on organisational identity, 'sense-making' in organisations and decision-

making under uncertainty. His research articles have appeared in the *Journal of Management* (Taiwan), the *Bulletin of the Institute of Ethnology Academia Sinica* (Taiwan) and the *Journal of Human Resource Management* (Taiwan).

Mr Tsung-yu Wu (吳宗祐) is Assistant Professor of the Department of Psychology, Soochow University. He received his Bachelor Degree in international trade and his Masters degree and PhD in industrial psychology from the National Taiwan University. He is also a licensed clinical psychologist. His research interest is in stress and emotion at work. He is currently working on exploring how emotion at work affects employees' effectiveness and well-being. His most recent paper was published in *Indigenous Psychological Research in Chinese Society* and *Asian Journal of Social Psychology*.

Dr Chang-hui Zhou (周長輝) is Assistant Professor in Strategy and International Management at the Guanghua School of Management, Peking University, Beijing, China. He holds a BSc in Mechanical Engineering from Beijing University of Chemical Technology (1990), an MA in Economics from Renmin University, an MA in Economics from the University of Western Ontario, Canada and a PhD in Business Strategy from the Richard Ivey School of Business, the University of Western Ontario, Canada. His current research interests include innovation and knowledge management in multinational firms, mergers and acquisitions in China and the internationalisation of Chinese enterprises. Professor Zhou's papers have appeared in the Asia Pacific Journal of Management and the International Studies of Management and Organization.

TRANSLATORS

Ms Li-fang Chou (周麗芳) is Assistant Professor in the Department of Psychology, Kaohsiung Medical University, Kaohsiung, Taiwan. She received her Master's degree in Social Science in the Institute of Agricultural Extension, and her PhD in Psychology from the National Taiwan University. She is currently interested in social networks and *Guanxi* of intra-organisation. She is also interested in the issue of paternalistic leadership and teams. Her most recent papers have been published in the *Asian Journal of Social Psychology*, the *Journal of Psychology in Chinese Societies* and *Indigenous Psychological Research in Chinese Societies*.

Ms Hsiu-hua Sophia Hu (胡秀華) is Assistant Professor in Management at the Min Chuan University, Taipei. She received her PhD from the National Taiwan University, Taiwan. She has been Secretary General, Asia Pacific Association for Business Administration since 1998 and a Senior HR Consultant, Watson Wyatt, Taiwan Branch, from 1991 to 2000.

Ms Yueh-Ysen Lin (林玥岑) is Assistant Professor in the Department of Business Administration, Yuan Ze University, Taiwan. She holds an MA in HRIR (Master of Arts in Human Resource and Industrial Relations) and a PhD from the University of Minnesota-Twin Cities.

Mr Chun-Jung Tseng (曾春榮) is the Site Administrator of SITA, the world's leading provider of global information and telecommunication solutions to the air transport and related industries, in the CKS International airport, Taoyuan, Taiwan. Mr Tseng received his Masters degree in Social Science in the Institute of Agricultural Extension, the National Taiwan University. He is now a professional translator, with recent works on *Visual Basic 6 In Record Time*, the MCSD: Visual Basic 6 Distributed Applications Study Guide, the CCDA CISCO Certified Design Associate Study Guide and articles in computer science and psychology journals.