

Index

- Acer group, case study 132–4
administrative capacity 260, 263, 264
Ahlstrom, David 131
Aimen Chen 210
Aishin AW 49
Akai Holdings 149
Akamatsu, Kaname 59
America *see* United States
Amsden, Alice H. 155
Analects, The (Confucius) 119–20
ancestor worship 117, 119
Anderson, Benedict 248
Antimonopoly Law 34
Aoki, Masahiko 23, 26
Art of War, The (Sun Tzu) 1
assets and wealth generation cycle
 293–4
Australian firm in China, case study
 201–2
Ayala Corporation, case study 321–3
- bamboo networks 269, 287–8, 289–90,
 295–8
Bank Central Asia (BCA) 281–2
banking systems
 China, late Qing and Nationalist
 123, 124
 China, People's Republic 171–4, 193
 Hong Kong 149
 Japan 31, 38, 40–42
 Korea 78, 83, 89, 100, 102
 Taiwan 152
bankruptcy 149
battlefield commanders 82, 94
bento box strategy 43
Bosco, Joseph 153
boss-centred management 94, 213,
 288–9, 290
Boston Consulting Group (BCG)
 growth share matrix 51–2
Bowring Treaty 226
bribery 60, 86, 199
- British firm, colonial Southeast Asia,
 case study 234–6
Brown, Rajeswary Ampalavanar 236,
 271, 273
Brunei, overseas Chinese 276–7
Bruton, Garry D. 131, 190
Bruun, Ole 197, 217
Buddhism 335–7
bureaucrat-capitalism 122, 263, 264
Burma (Myanmar)
 independence and postwar period 243
 overseas Chinese 277–8
Bush, Richard C. 122
- calculation methods, Chinese 123–4
Cambodia 245
 doing business, comparison 328
 overseas Chinese 277–8
Cannizzo, M. 283
Canon 54–5
capacity 259–60
capitalism, development of 6, 118–19
Carney, Michael 300, 345
cash cows 51–2, 53
cash flow management 292–5, 296
cash generation cycle 293
Cathay Group 152
Catholicism and capitalism 6, 118–19
CEPAD (Council for Economic
 Planning and Development) 145
chaebol 69, 78–81, 94
 borrowing 83, 84, 100
 gender issues 99
 restructuring 99, 101–2
 ‘too big to fail’ 84, 87
 zaibatsu comparison 88, 89–90
Chan, Anita 196
Chandler, Alfred D. Jr. 7
Chang, Daphne 155
charismatic leadership 95
Chatterjee, Partha 248, 249
Chen, Min 294

- Cheng, Chung-ying 141–2
 Cheng, Linsun 124
 Chiang Ching-kuo 139
 Chiang Kaishek 121, 139
 China International Marine Container (Group) Company Ltd 216
 China, late Qing and Nationalist
 banking system 123, 124
 calculation methods 123–4
 colonial, semi-colonial and feudal society, case study 108–10
 Company Law 124, 126–7
 Confucian society, Ramon Myers, case study 110–12
 corruption 120, 122
 family ownership of firms 125–6
 foreign invasion and comprador capitalism, case study 108–10
 historical and institutional grids
 civil war 122
 Confucian values 117–18, 119–20
 gentry class 116–18, 119–20
 government and business, Nationalist 121–2
 government and business, Qing 114–16
 market economy 112–14
 migration to Southeast Asia 274–6
 textile industry 123
 management grid
 capitalism and credit 122–4
 family firms 125–6
 horizontal networks 125–6
 transaction costs and firm structure 124–7
 native banks 123, 124
 remittance banks 123, 124
 textile industry 123
 see also China, People's Republic; overseas Chinese
 China, People's Republic
 banking system 171–4, 193
 collectivization 165–6
 communes 165–6, 168–9, 191
 Communist Party 164–5
 cooperative shareholder system 193–4
 corporatized firms 180, 182, 184, 215
 corruption 184, 199
 Cultural Revolution 166, 167, 214
 domestic market 209–10
 dual price system 181
 education 166, 190, 193
 environmental problems 170
 ethnic religious entrepreneurs, Salars 198–9
 family ownership of firms 197–8, 217
 famous Chinese brands 10, 204–5
 foreign investment 156, 157, 169–70, 201–6
 gift economy 216–17
 group corporation structure 185
 historical grid 164–7
 institutional grid 167–74
 agriculture 168–9
 banking system 171–4, 193
 foreign investment 156, 157, 169–70, 201–6
 problems 170–71
 reform 167–8
 special economic zones (SEZs) 169–70, 204, 205, 214–15
 management grid, Chinese characteristics
 external relations and connections 216–18
 labor relations and internal structure 214–16
 leadership 209–13
 Zhang Ruimin and Haier, case study 206–9
 management grid, foreign invested enterprises (FIEs)
 problems of foreign investors 202–4
 problems of the Chinese 204–6
 Volume Tableware, case study 201–2
 management grid, private sector origins 196–9
 problems 199–201
 village of textile firms, case study 194–6
 management grid, township and village enterprises (TVEs)
 Kelon, case study 188–90
 labor relations 215
 origins and growth 190–93
 problems 193–4

- mass migration 170
 patriotism 213
 profit-seeking enterprises 187–8
 quality control circles 205
 rural land reform 165
 Salar entrepreneurs 198–9
 small family firms, networks 197–8
 social services 183
 special economic zones (SEZs)
 169–70, 204, 205, 214–15
 state-owned enterprises (SOEs)
 expansion 186–8
 origins 177–9
 reform 179–81
 reform, Sunve, case study 174–6
 reformed, management of 181–6
 wages 178, 184, 210–11
 women workers 215
see also China, late Qing and
 Nationalist; overseas Chinese
 Chow Hou Wee 210
 Chulalongkorn 225–6, 227–8, 229
 Chun Doo Hwan 85, 86
 citizenship 276
 Coble, Parks M. 122
 Cold War 34, 76
 Cole, Robert E. 49
 colonial nationalism 248–50
 colonial regimes, Southeast Asia
 Harrisons & Crosfield, case study
 234–6
 management grid 234–9
 see also Cambodia; Indonesia; Laos;
 Malaysia; Philippines; Vietnam
 Communist Party 164–5
 compensation, executives 184, 210–11
 comprador capitalism, case study
 108–10
 Confucian society, Ramon Myers, case
 study 110–12
 Confucian values 111, 119–20
 and business success 141
 and capitalism 6, 118, 119
 in Korea 85, 96–7
 Singapore, school course 299, 306–7
 in Taiwan 140–41
 corporatized firms 180, 182, 184, 215
 corruption
 China, late Qing and Nationalist
 120, 122
 China, People's Republic 184, 199
 Japan 38
 Korea 86
 Singapore 311
 Southeast Asia 265, 346
 Council for Economic Planning and
 Development (CEPAD) 145
 Crawford, Robert 208
 Creative Technology 312, 313, 314
 cultural diversity, Southeast Asia
 Ayala Corporation, case study 321–3
 Buddhism 335–7
 business landscape 327–31
 corporate governance reforms 350
 corporate structure 330–31
 Dango, Magiclip, entrepreneurship,
 case study 344–5
 doing business, comparison 328
 Islam 333–5
 Sapura group, case study 324–6
 small and medium enterprises
 (SMEs) 344–7
 state enterprise, VNPT, case study
 337–9
 and values, role of 332–3
 Cultural Revolution 166, 167, 177, 214
 cultural values study (Hofstede) 149
 Daewoo 69, 84
 case study 69–72
 Daewoo Motors 99
 Dai-Ichi Bank 31
 Dai-Ichi Kangyo 40, 42
 Daiei 56
 DaimlerChrysler 55, 102
 Dalian economic zone 61
 Dango, Geronimo, case study 344–5
 Dawu Agriculture and Animal
 Husbandry Group 196–7
 decision making 15
 Hong Kong 149–50
 Japan 43–4
 Korea 90–92
 overseas Chinese 288–9
 Taiwan 155
 deforestation 61
 Democratic People's Republic of
 Korea 76–7
 Deng Xiaoping 167
 development, stages of 8

- discrimination
 gender 38, 45–6, 60, 99
 against overseas Chinese 274, 278–9
- dogs and cash cows 51–2, 53
- Doner, Richard F. 347, 348
- Dore, Ronald P. 39
- Double Star 210, 214, 215, 216, 217
- Duckett, Jane 187
- Economic Development Board (EDB) 308
- education
 China, People's Republic 166, 190, 193
 Japan 29
 Korea 75
 overseas Chinese 300
 Philippines 232
 Singapore 305, 306–7
 Southeast Asia 232, 348
 Taiwan 138, 144
 Thailand 228, 261
- Eldon, David 205–6
- Elson, Robert E. 230
- Endriartono, General 263–4
- Entrepreneur Society of the Philippines 344–5
- entrepreneurship 92–3, 213, 327, 332, 346
 and Buddhism 335–7
 Dango, Geronimo, case study 344–5
 and Islam 333–5
 Korea 80–81
 Malaysia, case study 324–6
 Philippines, case study 344–5
 The Salar 198–9
 Sapura, case study 324–6
 Singapore 312–14
 Southeast Asia 327, 329–31, 344–6
 values, role of 332–3
- environmental damage 170, 265
- 'ersatz' capitalism 339–40
- ethnic Chinese 270, 273
- European Union, small and medium enterprises (SMEs) 345
- export processing zones 30, 154
- 'face' (self-esteem) 111–12, 149
- Fama, E.F. 53
- family groups, Ayala Corporation, case study 321–3
- 'family', meaning of 32–3
- family ownership
 China, People's Republic 197–8, 217
 China, Qing and Nationalist 125–6
 Indonesia 330
 Japan 32–3
 Korea 78–80, 88–90, 92, 95–6
 Malaysia 324–6, 330
 overseas Chinese 288–91
 Philippines 321–3, 330
 Singapore 330
 Southeast Asia 329, 330–31
 Taiwan 151, 152
 Thailand 330
 Vietnam 331
- 'famous Chinese brands' 10, 204–5
- Feenstra, Robert C. 151
- females, exploitation of 143, 192, 215
- females, role of
 China, People's Republic 170, 192, 215
 in executive positions 99, 198–9, 213
 Japan 30, 33, 38, 45–6, 50, 60
 Korea 99
 Muslim societies 333–4
 Singapore 306
 Taiwan 143
- First Pacific Group 282–3
- flying geese pattern of investment 59
- foreign invested enterprises (FIEs), People's Republic
 problems of investors 202–4
 problems of the Chinese 204–6
 Volume Tableware, case study 201–2
- foreign investment
 Japan 57–60
 People's Republic of China 156, 157, 169–70, 201–6
 Singapore 308
 Taiwan 153–4
 Thailand 255–61
 regulation of, case study 255–9
- Forman, L. 283
- Formosa Plastics Group 152
- Fuji Bank 42
- Fuji-Xerox 36

- Garnaut, Ross 199
- Gedajlovic, Eric 300, 345
- gender issues 14
see also women, exploitation of;
 women, role of
- General Motors 102
- Germany, quality control circles
 (QCC) 47–8
- Ghosn, Carlos 27–8
- gift economy 216–17
- globalization
 Hong Kong 155–7
 overseas Chinese 300–301
 Taiwan 157–9
- Gold, Thomas B. 143
- Gomez, Edmund T. 298, 299
- Goodman, David 198
- government-linked companies (GLCs)
 308–10
- Greenfeld, Liah 248
- growth share matrix 51–2
- guanxi* 125, 148, 216, 217, 290, 298
- guided democracy 250
- Haier 10, 205, 215
 and Zhang Ruimin, case study
 206–9
- Hamilton, Gary G. 115, 125, 151, 205
- Han Zenaibai 198–9
- Hanbo group 86
- Hanil Bank 78
- Harbin Brewery 203, 204
- Harrisons & Crosfield, case study
 234–6
- Hatch, Walter 58, 59
- heavy and chemical industries (HCI)
 drive 82, 87
- Heisei recession 37–8
- Hempel, Paul 155
- Hewison, Kevin 262
- historical grids 4–11
 China, late Qing and Nationalist
 civil war 122
 Confucian values 117–18,
 119–20
 gentry class 116–18, 119–20
 government and business,
 Nationalist 121–2
 government and business, Qing
 114–16
 market economy 112–14
 migration to Southeast Asia
 274–6
 textile industry 123
- China, People's Republic 164–7
- Hong Kong 135–6
- Japan
 Meiji origins of Japanese system
 28–30
zaibatsu 30–33, 34
- Korea
 in Chinese world system 72–3
 as Japanese Colony 73–5
- overseas Chinese 270–76
 colonial era, Tan Kah Kee, case
 study 271–3
- Philippines 230
- Southeast Asia
 colonial regimes 236–9
 Harrisons & Crosfield, case study
 234–6
 imperialism and development
 229–34
 independence and postwar period
 242–6
 interwar alliance, Thailand–Japan
 240–42
 strong state, Thailand as model
 225–9
 Thailand 225–9
- Hofstede, Geert H. 6, 45, 149, 239
- Holz, Carsten A. 182
- Hong Kong 129–30
 banking system 149
 cultural values study 149
 expansion 155–7
 foreign investment in China 156
 future 158
 globalization 155–7
 historical grid 135–6
- Hong Kong system, strengths and
 weaknesses, case study 130–31
- institutional grid 129–30, 135–7
- management grid, Chinese firms
 control 148–9
 decision making 149–50
 labor relations 150–51
 organizing 150–51
 Quality Circle (QC) programs
 150–51

- manufacturing industry 156
- Mass Transit Railway Corporation 150–51
- and opening up of China 155–7
- subcontractors 156
- Hong Kong and Shanghai Banking Corporation (HSBC) 136, 206
- Hong Kong Garment 148, 150, 202
- case study 130–31
- horizontal alliances 39–40
- horizontal information flows 48–9
- HSBC *see* Hong Kong and Shanghai Banking Corporation (HSBC)
- Hsiao, Michael 298, 299
- Hsinchu Science-Based Industry Park 146
- Hua Guofeng 167
- Huang, Yiping 173
- Huber, Thomas M. 23
- Hwasin 78–9, 80
- Hyundai 68, 82, 90, 97–8
- Hyundai Motor Company 98

- Imperial Rescript on Education 29
- Indocement 280–81
- Indochina 237, 245–6
- Indonesia 230, 237, 249–51, 261
 - Bank Central Asia (BCA) 281–2
 - corporate governance reforms 350
 - corporate structure 330
 - discrimination against minorities 283–5
 - doing business, comparison 328
 - environmental problems 265
 - ersatz capitalism 340
 - family ownership of firms 330
 - independence and postwar period 243–4
 - Islamic parties 334
 - ongoing problems 263–4, 265
 - overseas Chinese 274, 277–8, 283–5
 - privatization 341–2
 - Salim Group, case study 280–83
- Industrial Revitalization Corporation of Japan (IRCJ) 55–6
- Industrial Technology Research Institute (ITRI) 146
- industrialization 8
- institutional grids 4, 11–14

- China, late Qing and Nationalist
 - Confucian values 117–18, 119–20
 - gentry class 116–18, 119–20
 - government and business, Nationalist 121–2
 - government and business, Qing 114–16
 - market economy 112–14
- China, People's Republic
 - agriculture 168–9
 - banking system 171–4, 193
 - foreign investment 169–70
 - problems 170–71
 - reform, beginnings 167–8
 - special economic zones (SEZs) 169–70, 204, 205, 214–15
- Hong Kong 129–30, 135–7
- Japan
 - crisis 38
 - future 38–9
 - government policy 35, 36–7, 41
 - high-speed growth era 33–7
 - recession 37–8
 - social welfare system 36
- Korea
 - chaebol* 78–81
 - democratization 85–6
 - government and business 81–5
 - independence, war and division 75–8
 - structural problems 86–8
- overseas Chinese
 - economic position 276, 277
 - nationalism 277–9, 283, 287
 - nationalist era, Salim Group, case study 280–83
- Philippines 251
- Southeast Asia
 - nationalism 247–52
 - ongoing problems 263–5
 - state capacity 255–65
- Taiwan
 - as Japanese colony 137–8
 - Nationalist government 138–40
 - neo-Confucianism 140–43
 - state and economic development 144–7
- Thailand 252–5
 - foreign investment regulation, case study 255–9

- International Monetary Fund (IMF) 349
- Ip, Po-keung 217
- IRCJ (Industrial Revitalization Corporation of Japan) 55–6
- Ishikawa, Kaoru 47
- Islam and economic development 333–5
- Islamic banking 335
- Iwasaki family 32
- Jabatan Telekom Malaysia (JTM) 342
- Japan
 - agriculture 38
 - automobile industry 36, 55
 - banking system 31, 38, 40–42
 - bribery 60
 - capital market 36
 - catch-up economy 34–5, 46–51
 - Cold War 34
 - corporate governance structures 56
 - cross-shareholdings 53, 55
 - education 29
 - exports 34–5
 - family ownership of firms 32–3
 - foreign investment 57–9, 205
 - gender issues 33, 38, 45–6, 50, 60
 - Heisei recession 37–8
 - historical grid
 - Meiji origins of Japanese system 28–30
 - zaibatsu* 30–33, 34
 - Imperial Rescript on Education 29
 - and Indonesia 243–4
 - institutional grid
 - crisis 38
 - future 38–9
 - government policy 35, 36–7, 41
 - high-speed growth era 33–7
 - recession 37–8
 - social welfare system 36
 - Japanese system
 - as failure, Nissan (1999), case study 26–8
 - as success, Mazda (1975), case study 23–6
 - keiretsu* 39–43, 51–4, 56
 - labor relations 33, 44–6, 50–51
 - Liberal Democratic Party (LDP) 35, 38
 - ‘lost decade’ 38
 - management grid
 - catch-up economy 34–5, 46–51
 - corporate governance structures 56
 - decision-making 43–4
 - firm competences 46–51
 - future 54–7
 - keiretsu* 39–43, 51–4
 - labor relations 33, 44–6, 50–51
 - large firms, internal structures 43–6
 - lifetime employment 44, 54, 96
 - quality control 47–9, 54
 - recruitment and promotion 44–5
 - seniority system 44–5
 - Ministry of Economy, Trade and Industry (METI) 39
 - Ministry of Finance (MOF) 31, 35, 41, 42
 - Ministry of International Trade and Industry (MITI) 35, 36–7
 - ‘national champions’ 36
 - official development assistance (ODA) 57, 60–61
 - part-time work 50–51
 - partial deregulation 41–2
 - quality control circles (QCC) 47–9, 54
 - quality improvement 47–9, 54
 - savings 35–6
 - shareholders 53–4, 55
 - small and medium enterprises (SMEs) 94
 - steel industry 30, 37
 - subcontractors 50–51, 59–60
 - Taiwan as colony of 137–8
 - and Thailand 241–2
 - trade barriers 35
 - women workers 30, 33, 45–6, 50, 60
 - zaibatsu* 30–33, 34
 - zombie corporations 55–6
- Japan Steel 30–31, 37
- Jevons Lee, Chi-Wen 176, 178
- Jiang Qing 166, 167
- Johnson, Chalmers 35
- Jones, Leroy 68
- just in time (JIT) management 49, 207

- K-type management 88
- Kanebo 56
- keiretsu* 39–43, 56
 - evaluating 51–4
 - structure 39–40
- Kelon, township and village enterprise, case study 188–90
- Kim Dae Jung 86
- Kim Il Sung 76, 77
- Kim Woo-Chung 69
- Kim Yon-su 80
- Kim Young Sam 86
- King, Ambrose Y.C. 143
- Kirby, William C. 121, 126, 127, 152
- knowledge flows 48–9
- knowledge management 47
- Kojima, Kiyoshi 57
- Konomi, Yoshinobu 26, 28, 57
- Korea
 - automobile industry 102
 - banking system 78, 83, 89, 100, 102
 - ‘battlefield commanders’ 82, 94
 - chaebol* 69, 78–81, 94
 - borrowing 83, 84, 100
 - gender issues 99
 - restructuring 99, 101–2
 - ‘too big to fail’ 84, 87
 - zaibatsu* comparison 88, 89–90
 - Confucianism 88
 - corruption 86
 - Economic Planning Board (EPB) 67–8
 - economic recovery 99–100
 - education 75
 - entrepreneurship 80–81
 - family ownership of firms 78–80, 88–90, 92, 95–6
 - financial crisis 99, 100
 - financial sector 83, 100, 102
 - foreign investment in 83, 102
 - gender issues 99
 - heavy and chemical industries (HCI) drive 82, 87
 - historical grid
 - in Chinese world system 72–3
 - as Japanese Colony 73–5
 - institutional grid
 - chaebol* 78–81
 - democratization 85–6
 - government and business 81–5
 - independence, war and division 75–8
 - structural problems 86–8
 - and International Monetary Fund (IMF) 99
 - Korean system
 - as failure, Daewoo, case study 69–72
 - as success, Park and Korea Inc., case study 67–9
 - management grid
 - control 93–6
 - corporate restructuring 100–102
 - labor relations 96–9, 103
 - leadership 93–6
 - management by objectives (MBO) 88, 91–2
 - organizing 95–6
 - planning and decision making 90–92
 - recruitment 90, 96, 98
 - overseas development aid from Japan 61
 - ownership structure 101–2
 - restructuring 99–103
 - small and medium enterprises (SMEs) 87–8, 94
 - steel industry 82
 - subcontractors 94
 - textile industry 81
 - trade barriers 87
 - trade unions 97, 98
 - traditional values 85
- Korea, Inc. 83
 - case study 67–9
- Kuomintang (KMT) 139–40
- Kyongsong Spinning and Weaving Company 80
- labor relations
 - China, People’s Republic 214–16
 - Hong Kong 150–51
 - Japan 33, 44–6, 50–51
 - Korea 96–9, 103
- Lan, Heilin 190
- Landa, Janet 296
- Landes, David 231
- Laos
 - doing business, comparison 328

- independence and postwar period 245
- overseas Chinese 277–8
- Lardy, Nicholas R. 218
- Larkin, John A. 230
- lead banks 40–41, 42
- leadership 95
 - charismatic 95
 - China, People's Republic 209–13
 - Korea 93–6
 - overseas Chinese 289
 - sacrifice, as leadership quality 210–11
 - Taiwan 155
- lean production 49
- Lee Byung-chull 80–81, 84–5, 90–91
- Lee family 89
- Lee Kwan Yew 305, 306
- Lei Feng spirits 211
- Li Hongzhang 116
- Li, K.T. 144
- Liberal Democratic Party (LDP) 35, 38
- Liem Sioe Liong and Anthony Salim, case study 280–83
- lifetime employment 44, 54, 96
- Limlingan, Victor S. 292, 293
- living-room factories 143
- logging 61, 265
- Low, Linda 314
- Lu, Yuan 190
- Luo, Yadong 216
- Magclip, case study 344
- Mahathir Mohamad 251–2, 264, 341
- Malaya 230, 244–5
- Malaysia 237, 245, 251–2
 - administrative capacity 264
 - bureaucratic capitalism 264
 - corporate governance reforms 350
 - corporate structure 330
 - doing business, comparison 328
 - economic growth 341
 - family ownership of firms 324–6, 330
 - Islamic parties 334
 - New Economic Policy (NEP) 286–7, 346–7
 - ongoing problems 264, 265
 - overseas Chinese 273–4, 277, 285–7
 - privatization 342–3
 - public enterprises 339–40
 - Sapura Group and entrepreneurship, case study 324–6
 - Vision 2020. 264
- Malaysian Federation 305
- management by objectives (MBO) 88, 91–2
- management grids 4, 14–16
 - China, late Qing and Nationalist capitalism and credit 122–4
 - family firms 125–6
 - horizontal networks 125–6
 - transaction costs and firm structure 124–7
- China, People's Republic, Chinese characteristics
 - external relations and connections 216–18
 - labor relations and internal structure 214–16
 - leadership 209–13
 - Zhang Ruimin and Haier, case study 206–9
- China, People's Republic, foreign invested enterprises (FIEs)
 - problems of foreign investors 202–4
 - problems of the Chinese 204–6
 - Volume Tableware, case study 201–2
- China, People's Republic, private sector
 - origins 196–9
 - problems 199–201
 - textile firms village, case study 194–6
- China, People's Republic, state-owned enterprises (SOEs)
 - expansion 186–8
 - origins 177–9
 - reform 179–81
 - reform, Sunve, case study 174–6
 - reformed, management of 181–6
- China, People's Republic, township and village enterprises (TVEs)
 - Kelon, case study 188–90
 - labor relations 215
 - origins and growth 190–93
 - problems 193–4

- colonial regimes, Southeast Asia 234–9
- Hong Kong, Chinese firms 147–51
 - control 148–9
 - decision making 149–50
 - organizing 150–51
 - Quality Circle (QC) programs 150–51
- Japan
 - catch-up economy 34–5, 46–51
 - decision-making 43–4
 - firm competences 46–51
 - future 54–7
 - keiretsu* 39–43, 51–4
 - labor relations 33, 44–6, 50–51
 - large firms, internal structures 43–6
 - lifetime employment 44, 54, 96
 - recruitment and promotion 44–5
 - seniority system 44–5
- Korea
 - control 93–6
 - corporate restructuring 100–102
 - labor relations 96–9, 103
 - leadership 93–6
 - management by objectives (MBO) 88, 91–2
 - organizing 95–6
 - planning and decision making 90–92
 - recruitment 90, 96, 98
- overseas Chinese
 - cash flow management 292–5, 296
 - control and financial structure 289–90
 - ethnic minorities 299–300
 - firm competences 298–301
 - founders and families 287–91
 - leadership 289
 - networks 295–8
 - planning and decision making 288–9
 - rates of return 291–5
 - recruitment 290
 - small and medium enterprises (SMEs) 292
- Southeast Asia
 - corporate governance reforms 349–51
 - corporate structure 330–31
- Dango, Magiclip, entrepreneurship, case study 344–5
- 'ersatz' capitalism 339–40
- ongoing problems 347–51
- small and medium enterprises (SMEs) 344–7
- state enterprise, VNPT, case study 337–9
- Taiwan, Chinese firms 151–5
- management theory 125
- Mao Zedong 108–10, 121, 163
- Marcos, Ferdinand 251
- market economies, Southeast Asia 231
- Mass Transit Railway Corporation 150–51
- Mathews, John A. 134
- Mazda, case study 23–6
- MBO (management by objectives) 88, 91–2
- McDonald, Hamish 202
- Meiji origins of Japanese system 28–30
- Mencius 114–15
- Migdal, Joel S. 259
- migrants, characteristics of 299–300
- Miller, H. Eric 236
- Min family 78
- Ministry of Economy, Trade and Industry (METI) 39
- Ministry of Finance (MOF) 31, 35, 41, 42
- Ministry of International Trade and Industry (MITI) 35, 36–7
- mission statements 91
 - Hyundai 97
 - Samsung 91
- Mitarai, Fujio 54–5
- Mitsubishi Bank 40
- Mitsubishi group 31, 32, 40, 42, 54
- Mitsubishi Motor Corporation 54, 55
- Mitsubishi Tokyo Finance Group 42
- Mitsui Bank 31, 32, 42
- Mitsui family 32
- Mitsui group 31
- modernization 4–5, 248, 250
- moral hazard 41, 84, 173
- Morita, Akio 37
- mother's workshops 143
- Muslim societies 333–5

- Myers, Ramon, Confucian society, case study 110–12
- Nanyang Brothers Tobacco Company 126
- national cultural values study (Hofstede) 149
- national values 6–7
- nationalism 231, 247–52
- Nationalist Party 121–2, 127
- native banks 123, 124
- Naughton, Barry 194
- neo-Confucianism 6–7, 140–43
see also Confucian values
- networks
China, People's Republic 197–8
China, Qing and Nationalist 125–6
overseas Chinese 269, 287–8, 289–90, 295–8
see also chaebol; guanxi; keiretsu; zaibatsu
- New Japan (Shin Nippon) Steel 37, 82
- Nissan 36, 55
case study 26–8
- Nolan, Peter 9, 10, 186, 205
- Nonaka, Ikujiro 46, 48
- North Korea 76–7
- official development assistance (ODA) 57, 60–61
- overseas Chinese 270
in Brunei 276–7
in Cambodia 277–8
cash management 293–5
competitiveness 299
defined by other people 274
defined by self 273–4
discrimination against 274, 278–9
education 300
expansion 300–301
external relations 297
family ownership of firms 288–91
globalization 300–301
historical grid 270–76
colonial era, Tan Kah Kee, case study 271–3
in Indonesia 274, 277–8, 283–5
institutional grid
economic position 276, 277
nationalism 277–9, 283, 287
nationalist era, Salim Group, case study 280–83
in Laos 277–8
in Malaysia 273–4, 277, 285–7
management grid
cash flow management 292–5, 296
control and financial structure 289–90
ethnic minorities 299–300
firm competences 298–301
founders and families 287–91
leadership 289
networks 287–8, 289–90, 295–8
planning and decision making 288–9
rates of return 291–5
recruitment 290
small and medium enterprises (SMEs) 292
wages 290–91
in Philippines 274, 276, 277, 278–9
self-identification 273–4
in Singapore 273, 277, 307
in Taiwan 154
in Thailand 274, 275, 277, 278, 279
in Vietnam 277–8
- Pak Hung-sik 78–80
- Park Chung Hee 81, 83, 85
and Korea Inc., case study 67–9
- Parsons, Talcott 4, 5
- part-time work, Japan 50–51
- patriotism 213
- People's Action Party (PAP) 270, 305, 311
- People's Republic of China
banking system 171–4, 193
collectivization 165–6
communes 165–6, 168–9, 191
Communist Party 164–5
cooperative shareholder system 193–4
corporatized firms 180, 182, 184, 215
corruption 184, 199
Cultural Revolution 166, 167, 214
domestic market 209–10
dual price system 181
education 166, 190, 193
environmental problems 170

- ethnic religious entrepreneurs, Salars 198–9
- family ownership of firms 197–8, 217
- famous Chinese brands 10, 204–5
- foreign investment 156, 157, 169–70, 201–6
- gift economy 216–17
- group corporation structure 185
- historical grid 164–7
- institutional grid
 - agriculture 168–9
 - banking system 171–4, 193
 - foreign investment 156, 157, 169–70, 201–6
 - problems 170–71
 - reform 167–8
 - special economic zones (SEZs) 169–70, 204, 205, 214–15
- management grid, Chinese
 - characteristics
 - external relations and connections 216–18
 - labor relations and internal structure 214–16
 - leadership 209–13
 - Zhang Ruimin and Haier, case study 206–9
- management grid, foreign invested enterprises (FIEs)
 - problems of foreign investors 202–4
 - problems of the Chinese 204–6
 - Volume Tableware, case study 201–2
- management grid, private sector
 - origins 196–9
 - problems 199–201
 - village of textile firms, case study 194–6
- management grid, township and village enterprises (TVEs)
 - Kelon, case study 188–90
 - labor relations 215
 - origins and growth 190–93
 - problems 193–4
- mass migration 170
- patriotism 213
- profit-seeking enterprises 187–8
- quality control circles 205
- rural land reform 165
- Salars entrepreneurs 198–9
- small family firms, networks 197–8
- social services 183
- special economic zones (SEZs) 169–70, 204, 205, 214–15
- state-owned enterprises (SOEs)
 - expansion 186–8
 - origins 177–9
 - reform 179–81
 - reform, Sunve, case study 174–6
 - reformed, management of 181–6
- wages 178, 184, 210–11
- women workers 215
- see also* China, late Qing and Nationalist; overseas Chinese
- persons of Chinese descent 270
- Pertamina 340
- PetroChina 203
- Phibun Songkhram 241, 242, 249, 253
- Philippines 237, 264
 - Ayala Corporation, case study 321–3
 - corporate governance reforms 350
 - corporate structure 330
 - Dango and Magiclip, case study 344–5
 - doing business, comparison 328
 - education 232
 - entrepreneurship, case study 344–5
 - family groups, case study 321–3
 - family ownership of firms 321–3, 330
 - historical grid 230
 - independence and postwar period 242
 - institutional grid 251
 - overseas Chinese 274, 276, 277, 278–9
 - small and medium enterprises (SMEs) 346
- planning and decision making 15
- policy capacity 259–60
 - Thailand 262–3
- Porter, Michael 39
- Posco 82
- power distance scale
 - Hong Kong 149
 - Southeast Asia 239
- presidents' clubs 39–40
- Pridi Bhanamyong 241–2, 252–3

- private sector, China, People's Republic
 origins 196–9
 problems 199–201
 village of textiles firms, case study 194–6
- privatization 13, 194, 341–3
- product/market evolution matrix 51–2
- profit-seeking enterprises 187–8
- Protestant Ethic and the Spirit of Capitalism* (Weber) 6
- Protestantism and capitalism 6, 118
- Qingdao Haier Refrigerator Company 206–7
see also Haier
- Qinghai 198
- Quality Circle (QC) programs, Hong Kong 150–51
- quality control circles (QCC) 47–9, 54, 205
- quality improvement story 47
- recruitment
 Japan 44–5
 Korea 90, 96, 98
 overseas Chinese 290
 Taiwan 153
- Redding, S. Gordon 197, 216, 296, 299
- Religion of China, The* (Weber) 6
- remittance banks 123, 124
- Renault 27, 102
- Republic of Korea 76–7
see also Korea
- Rhee, Syngman 76, 77
- Roh Tae Woo 85, 86
- Rong family 126
- sacrifice, as leadership quality 210–11
- SAIC (Shanghai Automotive Industry Corporation) 102, 209, 210
- Sakong, Il 68
- Salar 198–9
- Salim, Anthony and Liem Sioe Liong, case study 280–83
- Samsung 84–5, 89, 90, 91, 93, 103
- Samsung Motors 90–91
- Samyang Investment Company 80
- Sapura Group, case study 324–6
- Sarit Thanarat 249, 253
- saturated markets 51–2
- Schlevogt, Kai-Alexander 197, 217
- Schumpeter, Joseph A. 213, 327, 332
- Schutte, H. 283
- Sea-Jin Chang 91
- Second World War 240, 241–2
- self esteem ('face') 111–12, 149
- self-strengthening movement 120
- semiconductor industry, Taiwan 146–7
- seniority-based reward system 44–5
- Shanghai Automotive Industry Corporation (SAIC) 102, 209, 210
- Shanghai Baosteel 211, 213
- Shanghai Second Pharmaceutical Factory 174–5
- Shigeru, Yoshida 34
- Shih, Stan 132, 144
- Shin Nippon Steel 37, 82
- Siam *see* Thailand
- Sim Wong Ho 312, 313
- Singapore 270
 Chinese business and entrepreneurship 311–15
 corporate governance reforms 350
 corporate structure 330
 corruption 311
 cultural values 314
 doing business, comparison 328
 Economic Development Board (EDB) 308
 education 305, 306–7
 ethnic Chinese identity 273
 expansion 310
 family ownership of firms 330
 foreign investment 308
 government-linked company sector 308–10
 Great Marriage Debate 306
 historical and institutional grids 305–8
 overseas Chinese 273, 277, 307
 People's Action Party (PAP) 270, 305, 311
 religious education 306–7
 Singapore system, strengths and weaknesses, Temasek Holdings, case study 301–4
 small and medium enterprises (SMEs) 311, 312
 women, role of 306

- Singapore–Malaysia–Indonesia growth triangle (Sijori) 310
- Skinner, G. William 113, 275
- ‘sleeping’ cash 293, 294
- Sloane, Patricia 347
- small and medium enterprises (SMEs) 344–7
- European Union 345
 - Japan 94
 - Korea 87–8, 94
 - Magiclip, case study 344
 - overseas Chinese 292
 - Philippines 344–6
 - Singapore 311, 312
 - Southeast Asia 344–7
 - Taiwan 151
 - United States 345
- Smith, Adam 113
- Smith, Anthony D. 247
- Soeharto, President 250–51, 263, 280
- sojourners 270
- Song, Byung-Nak 73
- Sonil Paper Goods 78, 79
- Sony 37
- South Korea 76–7
- see also* Korea
- Southeast Asia
- bureaucratic capitalism 263, 264
 - corruption 265, 346
 - cultural diversity
 - Ayala Corporation, case study 321–3
 - Buddhism 335–7
 - business landscape 327–31
 - corporate governance reforms 350
 - corporate structure 330–31
 - Dango, Magiclip,
 - entrepreneurship, case study 344–5
 - doing business, comparison 328
 - Islam 333–5
 - Sapura group, case study 324–6
 - small and medium enterprises (SMEs) 344–7
 - state enterprise, VNPT, case study 337–9
 - and values, role of 332–3
 - education 232, 348
 - entrepreneurship
 - Buddhism 335–7
 - business landscape 327–31
 - Islam 333–5
 - Sapura group, case study 324–6
 - and values, role of 332–3
 - family ownership of firms 329, 330–31
 - historical grid
 - colonial regimes 236–9
 - Harrisons & Crosfield, case study 234–6
 - imperialism and development 229–34
 - independence and postwar period 242–6
 - Second World War 240, 241–2
 - Thailand, interwar and Japanese alliance 240–42
 - Thailand, model for strong state 225–9
 - infrastructure 348
 - institutional grid
 - nationalism 247–52
 - ongoing problems 263–5
 - state capacity 255–65
 - Thailand, foreign investment
 - regulation, case study 255–9
 - Thailand, postwar 252–5
 - investment and aid from Japan 57–9
 - management grid
 - corporate governance reforms 349–51
 - corporate structure 330–31
 - Dango, Magiclip,
 - entrepreneurship, case study 344–5
 - doing business, United States
 - comparison 328
 - ‘ersatz’ capitalism 339–40
 - ongoing problems 347–51
 - small and medium enterprises (SMEs) 344–7
 - state enterprise, VNPT, case study 337–9
 - market economies 231
 - overseas Chinese 274–6, 277
 - urbanization 232–4
- special economic zones (SEZs)
- Hong Kong 156
 - People’s Republic of China 169–70, 204, 205, 214–15

- Taiwan 157
- standard economic theory 124–5
- state capacity 259, 260–62, 265
 - Thai regulation of foreign investment, case study 255–9
- state-owned enterprises (SOEs)
 - China, People's Republic
 - expansion 186–8
 - origins 177–9
 - reform of 179–81
 - reform, Sunve, case study 174–6
 - reformed, management of 181–6
 - Taiwan 153
- steel industry 30–31, 82
- strong states 11–13, 259–60
 - Thailand as model 225–9
- subcontractors 50–51
 - China, People's Republic 215
 - Hong Kong 156
 - Japan 59–60
 - Korea 94
 - overseas Chinese 295
- Sumitomo 31, 42
- Sumitomo Bank 25, 26
- Sumitomo family 32
- Sumitomo Mitsui Financial Group 42
- Sun Dawu 196, 200
- Sun Tzu 1
- Sun, Y.S. 146
- Sunni Muslim group, Salar 198
- Sunve and vitamin C, case study 174–6
- Supomo, Professor 250
- Taiwan 129
 - Acer group, case study 132–4
 - banking system 152
 - Chinese national identity 273
 - Company Law 152
 - Council for Economic Planning and Development (CEPAD) 145
 - education 138, 144
 - expansion 157–9
 - export processing zones (EPZs) 154
 - family ownership of firms 151, 152
 - foreign direct investment 153–4, 157–8, 159
 - future 158–9
 - institutional grid
 - as Japanese colony 137–8
 - Nationalist government 138–40
 - neo-Confucianism 140–43
 - state and economic development 144–7
 - Kuomintang (KMT) 139–40
 - living-room factories 143
 - management grid, Chinese firms 151–5
 - mother's workshops 143
 - recruitment and promotion 153
 - reunification with China 140
 - semiconductor industry 146–7
 - small and medium enterprises (SMEs) 151
 - special economic zones (SEZs) 157
 - state-owned enterprises (SOEs) 153
 - Taiwan system, strengths and weaknesses, case study 132–4
 - technology intensive industries 145–6
 - underground economy 152
 - women, position of 143
- Taiwan Semiconductor Manufacturing Company (TSMC) 146–7
- Takeuchi, Hirota 46, 48
- Tan Kah Kee 295–6
 - case study 271–3
- Tao Zhu-gong 1, 355–8
- Teikoku Bank 31
- Telekom Malaysia Berhad (TMB) 342–3
- Temasek Holdings, case study 301–4
- textile industry 30
 - China, late Qing and Nationalist China 123
 - China, People's Republic, private firms village, case study 194–6
 - Hong Kong 135
 - Japan 33
 - Korea 81
 - Thailand 228
- Thailand
 - administrative capacity 263
 - Buddhism 335, 336
 - Chinese immigrants 254
 - corporate governance reforms 350
 - corporate structure 330–31
 - dialogue ideal 343
 - doing business, comparison 328
 - economic development 234, 261–3
 - education 228, 261

- export sector 228
- family ownership of firms 330
- foreign investment regulation 260–61
 - case study 255–9
- historical grid 225–9
- institutional grid 252–5
- inter-war era and alliance with Japan 240–42
- modernization 227–9
- nationalism 249, 252
- overseas Chinese 274, 275, 277, 278, 279
- policy capacity 262–3
- regulation of foreign investment, case study 255–9
- state capacity 255–65
- textile industry 228
- trade with Japan 60
- transportation 229
- Thaksin Shinawatra 255
- 36 Stratagems, The* 2, 299
- Tianjin 187, 188
- time and motion studies 49
- total quality control (TQC) 47, 49, 207
- township and village enterprises (TVEs)
 - governance and ownership rights 193–4
 - Kelon, case study 188–90
 - labor relations 215
 - origins and growth 190–93
 - problems 193–4
- Toyo Kogyo 24–6
- Toyota 36, 49
- trade unions 97, 98
- Trocki, Carl A. 230
- Tsai, W.C. 152
- Tsuchiya, Moriaki 26, 28, 57
- Tu Wei-ming 140, 141, 216
- 12 Business Principles* (Tao Zhu-gong) 1
- UFJ Bank 42
- uncertainty avoidance 149
- Unger, Jonathan 196
- United Malays National Organization (UMNO) 244, 245, 285–6
- United States
 - China, operations in 203
 - Cold War 34, 76
 - development 6, 10
 - doing business, Southeast Asia comparison 328
 - Japan, postwar relationship 34
 - quality control circles (QCC) 47
 - small and medium enterprises (SMEs) 345
 - Taiwan, military and economic aid 144
 - University of Tokyo 29
 - unsustainable logging 61, 265
 - urbanization, Southeast Asia 232–4
 - Vietnam 230, 245–6
 - corporate governance reforms 350
 - corporate structure 331
 - doing business, comparison 328
 - family ownership of firms 331
 - overseas Chinese 277–8
 - Vietnam Posts and Telecommunications Corporation, case study 337–9
 - vitamin C and Sunve, case study 174–6
 - Volume Tableware, case study 201–2
 - wages 178, 184, 210–11, 290–91
 - Wan, Johnny C.C. 131
 - Wang Hai 210, 214
 - Wang, Y.C. 152
 - Wealth of Nations, The* (Smith) 113
 - Weber, Max 6, 118, 119, 123
 - Wenzhou 197
 - Whitley, Richard D. 12
 - Williamson, Peter J. 208
 - Winbond 158
 - window guidance 41
 - women, exploitation of 143, 192, 215
 - women, role of
 - China, People's Republic 170, 192, 215
 - in executive positions 99, 198–9, 213
 - Japan 30, 33, 38, 45–6, 50, 60
 - Korea 99
 - Muslim societies 333–4
 - Singapore 306
 - Taiwan 143
 - Wright, Tim 199

- Xie Qihua 213
Xiqiao village 217
 private textile firms, case study 194–6
- Yamamura, Kozo 58, 59
Yang, Mayfair 216
Yao, Souchou 217
Yasuda group 31, 32
Yawata Steel Works 30
Yeung, Henry Wai-Chung 156–7, 158,
 313
Yin, K.Y. 144
Yoo, Keun Shin 89
Yoshihara, Kunio 339
- Yoshihasa, Ojimi 36–7
Yuan, Lee Tsao 314
- zaibatsu* 30–33, 34, 138
 chaebol comparison 88, 89–90
 expansion 32
 labour relations 33
 structure 31, 32
- Zeng, Ming 208
Zhang Ruimin 212, 213
 and Haier Group, case study
 206–9
Zhou Enlai 167–8
zombie corporations 55–6

