
Contents

<i>List of contributors</i>	viii
PART I INTRODUCTION	
1 Why we need this edited book now! <i>Xu Huang and Michael Harris Bond</i>	3
PART II THEORETICAL PERSPECTIVES	
2 Theorizing about Chinese organizational behavior: the role of cultural and social forces <i>Kwok Leung</i>	13
3 Contextualizing research in a modernizing China <i>Anne S. Tsui</i>	29
4 Locating Chinese work behavior in a global perspective <i>Ronald Fischer</i>	48
5 A practitioner's perspective on organizational behaviour in China <i>Joerg Wuttke</i>	63
PART III ORGANIZATIONAL BEHAVIOR RESEARCH IN THE CHINESE CONTEXT	
6 Chinese emotional intelligence <i>Chi-Sum Wong and Kelly Peng</i>	87
7 Dirty work in Chinese societies <i>Jennifer Y.M. Lai and Long W. Lam</i>	103
8 Managing social comparison processes among Chinese employees <i>Catherine K. Lam and Xu Huang</i>	118
9 Understanding creativity and innovation in Chinese organizations <i>Lynda Jiwen Song, Junfeng Wu and Jing Zhou</i>	140
10 Abusive supervision in Chinese work settings <i>Serene Boon Ching Ng, Zhen Xiong Chen and Samuel Aryee</i>	164
11 The romance of motivational leadership: how do Chinese leaders motivate employees? <i>Xu Huang</i>	184

12	Theory of cooperation and competition in Chinese societies: accomplishments and challenges	209
	<i>Dean Tjosvold, Alfred Wong, Nancy Yifeng Chen and Wendong Li</i>	
13	Building teams in Chinese organizations	236
	<i>Isabel Ng, Yih-teen Lee and Pablo Cardona</i>	
14	Ostracism, Chinese style	258
	<i>Erica Xu and Xu Huang</i>	
15	Managing conflicts in Chinese societies	272
	<i>Wu Liu and Ray Friedman</i>	
16	Enhancing trust in Chinese organizations	289
	<i>Shan Shan Wen, Dora Chi-sun Lau and Long W. Lam</i>	
17	Forming and reacting to judgments of organizational justice by Chinese employees	307
	<i>Tae-Yeol Kim</i>	
18	Psychological contracts of Chinese employees	326
	<i>Severin Hornung and Denise M. Rousseau</i>	
19	Job insecurity in the Chinese context: a critical review	343
	<i>Guo-hua Huang, Helen Hailin Zhao and Cynthia Lee</i>	

PART IV INDIGENOUS CHINESE WORK BEHAVIORS

20	Chinese personality and vocational behavior	359
	<i>Fanny Mui-ching Cheung, Weiqiao Fan and Jingdan Yao</i>	
21	Chinese work values and ethics in organizational contexts	380
	<i>Steve J. Kulich and David N. Henry</i>	
22	Chinese <i>guanxi</i> : the good, the bad and the controversial	415
	<i>Xiao-Ping Chen and Chao C. Chen</i>	
23	Relational power in the Chinese context	436
	<i>Yu Fan Shang, Ping Ping Fu and Melody Chong</i>	
24	Paternalistic leadership: from here to where?	449
	<i>Min Wu and Erica Xu</i>	
25	Harmonizing conflicting views about harmony in Chinese culture	467
	<i>Vivian Miu-Chi Lun</i>	
26	Social exchange and face dynamism in Confucian society	480
	<i>Kwang-Kuo Hwang</i>	
27	Chinese management theories: indigenous insights or lessons for the wider world?	502
	<i>Peter B. Smith</i>	

PART V CONCLUSION

28	There is nothing more American than research on Chinese organizational behavior: into a more culturally sensitive future <i>Xu Huang and Michael Harris Bond</i>	513
	<i>Index</i>	525