

privacy in the Chinese language. It also successfully demonstrates that there is no singular Chinese concept of privacy.

I would like to bring into question the notions of “Chinese” referred to in this book. As we know, the word “Chinese” means “of, relating to, or characteristic of China, its people.” Throughout the book, Chinese is used to refer to something of China, as all the articles collected in this book concentrate on the discourse on privacy in mainland China, or the artifacts and literary works from China. The word can also indicate the imaginary “collective” identities of being “Chinese.” In this case, I assume chapters examining the privacy in Chinese-speaking communities outside China would help to make this book more comprehensive and test the Sapir-Whorf hypothesis. Although provincial differences in China may not invalidate the findings, I believe they, together with ethnic diversities, should both be taken into account, as they certainly will supplement people’s general understanding of the Chinese concepts of privacy. The findings of this book suggest, “there appears to be no major area of uniquely Chinese features of privacy” (p. 24). Readers of this book, however, would probably be more eager to learn how and why exactly the Chinese awareness and experiences of privacy differ (even only in minor areas) from those in other countries and from the universal aspects of privacy. A useful future venture in this study would be to compare the different cosmologies and social circumstances between China and the West in the context of privacy.

As the first book concentrating on the Chinese concepts of privacy, this interdisciplinary book has laid a sound foundation for further research in this area. For instance, it helps us to rethink the applicability of the dichotomy between public and private spheres in many cases in China. I believe that both scholars of and lay people interested in Chinese studies, social history, and gender studies will find this book illuminating.

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Alexander T. MOHR, *Erfolg deutsch-chinesischer Joint Ventures. Eine qualitative und quantitative Analyse* (Success of German-Chinese joint ventures. A qualitative and quantitative analysis). Frankfurt: Peter Lang. Europäischer Verlag der Wissenschaften, 2002. 255 pp. ISBN: 3-631-39772-0. Price: €40.40.

Mohr, who lectures at the Bradford University School of Management, presents a highly readable and innovative analysis of the conditions for successful international joint ventures.

Reviewing the literature on international joint ventures, two competing causes for successful cooperation come to the fore: control of the joint venture and a trusting relationship between the involved enterprises. Mohr sets out to investigate these hypotheses and even assesses the interaction between those factors—up to now a blind spot in research on this topic.

First, he reviews the status quo of economic theorizing on international joint ventures. Then he qualitatively extracts hypotheses to be tested from thirty-one semi-structured interviews with executive officers in German-Chinese joint ventures on Chinese territory. These hypotheses are statistically tested using data from 110 mailed questionnaires. Finally, situational factors are scrutinized on the basis of the same data.

The first question to be tackled concerns how success is measured. Monetary indicators seem inapt as financial returns are not the main reason for international cooperation. Chinese companies expect access to new technologies and know-how while the German side aims at compensating for their lack of understanding of the local markets without having to invest large sums. Because of these difficulties, the author decided to construct a subjective indicator to ascertain the degree of satisfaction of both parties with their joint venture's efficiency, growth, resources, and so forth. Generally, the Chinese corporations appraise the success of their joint ventures significantly more positively than their German counterparts, although the latter's assessments are in the positive range of the scale as well.

Mohr then evaluates nine hypotheses about different aspects of control that potentially contribute to the success of international joint ventures: magnitude of control, operative versus strategic control, control of important divisions, majority versus minority interest, share of seats in the board of directors, appointment of the general manager, number of key positions, personal supervision, and reporting requirements. Where the level of control is concerned, the analysis shows that the German side attaches more importance to controlling the joint ventures in every domain examined. But surprisingly, none of these aspects contributes to the joint venture's success. Quite the contrary! Strategic control even correlates negatively with the perceived success.

Trust is measured in terms of the following dimensions: goodwill, integrity, and competence. In all three factors the Chinese side scores higher than the German side—they trust German companies and their representatives more than German managers trust the Chinese. In contrast to control, trust in the other company and its staff is a significant factor for the success of international joint ventures.

After this isolated assessment, the interplay between control and trust is examined as well as the interaction between the respective companies. The author's hypothesis of a negative correlation between control and trust is validated by the data. Interaction is then measured with regard to three aspects: exchange, communication, and adaptation. Chinese corporations seem to be more satisfied with the amount of exchange and communication. While the German corporations rate the degree of differences higher, the Chinese seem more eager to adapt their perceptions to their partners'. All three dimensions correlate negatively with control and positively with trust and contribute to the success of international joint ventures.

Finally, situational factors concerning the corporations, executive officers, and the joint venture are examined. Here complementary goals, host country-specific experience, complementary resources, support from the parent company, duration of assignment, experience of the managers, size of the joint venture, and duration of cooperation correlate positively with success.

While the theme of this book—trust versus control in organizations—is not new, the resulting conclusion that trust advances the success of international joint ventures while control is a hindrance and most notably the careful empirical grounding make this book an important contribution to this debate. As it is well written and the concepts and hypotheses that are employed are introduced in a generally understandable way, this work can even serve as a facilitating introduction to international joint ventures. But its most congenial feature is the consistent interweaving of qualitative and quantitative research methods. Although the author could have made more use of the qualitative statements—reconstructing the executives' interpretation of the concepts instead of only generating hypotheses—this is a promising approach nonetheless.

Unfortunately, the author's intent to give practical advice to managers of international joint ventures is not fulfilled. A further weak point is the partly implicit, partly explicit causal interpretation of the correlations. The negative correlation of control and success could also be explained the other way around: unsuccessful international joint ventures lead to stronger control and mistrust.

In a nutshell, this book is a concise and multi-faceted view on international joint ventures, particularly interesting for students and economists, albeit with limitations for practitioners in corporations.

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