

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar



The Language of Benevolence: Value Transformation and Liability of Foreignness in Chinese MNCs By

Prof. Leigh Anne Liu
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Date : 2 Dec 2020 (WED)

Time : 9 am – 10:30 am

Venue : Online via Zoom

Abstract

I will present two studies on how the expression and value of organizational benevolence influence Chinese MNCs' internationalization. The first paper explores the transformation of organizational benevolence values during a firm's internationalization. Drawing upon narrative analyses supplemented by grounded theory approaches on a Chinese MNC, we analyzed 66 employees' self-reflection stories in the corporate magazine to investigate how the meaning of benevolence values changed during the MNC's three-phase internationalization in six years. The second paper examines how a Chinese MNC uses organizational benevolence in host countries. Based on a longitudinal case study, we constructed a conceptual model of organizational benevolence and found three other factors that influence the efficacy of organizational benevolence in the internationalization of MNCs. Together the two projects offer new insights on the composition and consequences of organizational benevolence in intercultural communication and adaptation in foreign markets.

Prof. Leigh Anne Liu is the Fulbright-Hanken Distinguished Chair in Business and Economics 2020-2021, jointly awarded by the U.S. Department of State, Fulbright Foreign Scholarship Board, and Fulbright Finland Foundation. She studies how culture and cognition influence intercultural interactions, including negotiation, conflict management, and collaborations at individual, organization, and national levels. Her research appears in *Administrative Science Quarterly*, *Journal of Applied Psychology*, and *Journal of International Business Studies*, among other outlets. She has been a visiting professor at University of South Australia, Toulouse Business School in France, Peking University and Nanjing University in China. She has consulted for Fortune 500 companies and the non-profit sector on conflict management and multicultural competency programs. Professor Liu has taught courses and workshops for undergraduate, MBA, MIB, Ph.D., executives, and high school students on topics of international negotiation, intercultural competency, cross-cultural management, and research methods. She is an associate editor for *Journal of Business Research* and *Cross Cultural & Strategic Management*, and a guest editor of three special issues. She has served on the editorial boards of *Academy of Management Review*, *Management and Organization Review*, and *International Business Review*.

All interested are welcome.



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