

DOCTORAL THESIS

Organizational intelligence from the system dynamic perspective: a study of multinational corporations in Chinese cultural context

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**Organizational intelligence from the system dynamic
perspective: A study of multinational corporations in
Chinese cultural context**

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**A thesis submitted in partial fulfillment of the requirements
for the degree of
Doctor of Philosophy**

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Abstract

This research studies organizational intelligence of multinational corporations in Chinese cultural context. Adopting system dynamic perspective, a three-dimension model of organizational intelligence is proposed and part of the relationships among variables are tested. The three dimensions include organizational behavior, organizational activity and organizational structure. It discusses activity-based view of cognition---perceived national culture values by multinational corporations which presents the dimension of organizational activity; organizational learning which presents the dimension of organizational behavior and organizational boundary elements and culture which represents the dimension of organizational structure.

Qualitative research method is adopted at the first stage of the research which includes examining organizational artifacts and in-depth interviews; At the second stage of the research, a survey is conducted and most hypotheses are supported with substantial data. The main findings of this research are discussed, implications and possible areas for future research, and practical suggestions for MNCs in Chinese cultural environment are elaborated.

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