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## Impacts of the integration of Chinese managers in the Western economies the case of Brazil

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### ABSTRACT

The Chinese rise to economic and political power at the global level has been at the centre of scholarly and political debates. The purpose of this article will be to analyse the integration of Chinese managers in the Western economy. The methodology will be a bibliography, descriptive, and explanatory, making a comparison between the Brazilian trade and China. The type of literature review is the integrative one, intending to conduct a meta-analysis of the literature and answer specific research questions. The conclusions explore some normative implications of the results of the economy in China and Brazil. On the one hand, China has become a dominant and undeniable shareholder in multiple industries, including the energy sector and R&D with high governmental investments. However, the West appears not to be appropriating its business practices, so the learning process is not fully operationalised.

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Chinese managers;  
integrative literature review;  
Western economies

## 1. Introduction

China is rapidly emerging as a new epicentre of world affairs through its effective diplomacy and economic integration policy. Recently, China has been taking various initiatives that are targeted at increasing Chinese influence through a wide range of socio-economic sectors investments. These initiatives include the Regional Comprehensive Economic Partnership (RCEP), BRICS, and ‘One Belt, One Road’ (OBOR).

Compared to other global powers, China’s economic integration is considered differently by sceptics such as Mahathir bin Mohamad, Malaysian Prime Minister, who views it as a new form of colonialism. Others view OBOR as a “debt-trap diplomacy” that will increase the dependency of partner countries’ economies on Chinese investment over the long run. Similarly, U.S. Secretary of State, Mike Pompeo, is of the view that OBOR is a strategic cover that China is using for expanding its astronomical loans that will trap its partner countries into an unending debt-syndrome. Other American diplomats portray China as a “predatory lender” and OBOR a strategic tool to boost its economic empires. This pessimistic view is characterised by Western political and economic thinkers who consider China’s expansion as a potential threat to their hegemony despite China’s economic interests.

Notwithstanding the cynical view, other schools of thinkers view Chinese integration optimistically, even for Western interests. According to them, Beijing’s attempt to create a big family of harmonious co-existence could be a significant contribution to Western and European economies that will enable them to tap on what they lack (Freeman, 2019; Ikenberry, 2015). For example, “the road to the East runs through the West” should be capitalised as a joint venture of cooperation where Western economies can use their robust framework of rules that have been evolved over the years. China can contribute to mobilising resources more efficiently by providing vibrant infrastructure and direct investment. In a way, it will lead to the capacity building of institutions, not at the cost of opposing each other, in other words, considering China as a country that wants to become a global play using the WTO platform and that it might not negatively affect the existing institutions and business opportunities in the West. This can be arguably considered a triumph of revived Western system, and resultantly, benefiting West from Chinese integration. In this context, the West is likely to achieve greater access to China’s and its OBOR allies, a vast consumer market that enjoys the 55% of the World’s GNP, 70% of the population and 75% of the World’s energy reserves.

Brazil had re-established diplomatic relations with China in 1974, at a time when the country, as a result of its economic development and a favourable international environment, was diversifying its international partnerships and seeking a more competitive insertion. Within its foreign policy project, with intense action in multilateral forums and with emphasis on Third World theses, the rapprochement with China was fundamental to give credibility and legitimacy to Brazilian action.

Thus, although at first, it implied an increase in trade flows, Sino-Brazilian relations will remain more restricted to the political-diplomatic field, highlighting the similarities of common positions concerning the international system. Only in the 1990s, with the Brazilian economic opening and the higher Chinese insertion, there is a more significant commercial approximation between the two countries, although the importance of the political relationship is safeguarded as a priority.

At the political level, a central point on both countries' international agenda concerns their claims to the WTO (World Trade Organisation) and the UN (United Nations). China uses its permanent seat on the Security Council to get closer to developing countries, and in this sense, it welcomes the possibility of supporting the Brazilian interest in accessing the Security Council. On the other hand, Brazil, in its position for fairer rules in international trade and defending the multilateral trading system, supported China's entry into the WTO and now, after its accession, considers that China, based on its vast market concessions that favour developing countries.

Cooperation between Brazil and China is still being extended to other sectors, such as biotechnology, informatics, and the development of new materials. And in the field of health, joint initiatives are underway to fight AIDS, to produce and sell generic and traditional medicine medicines, and to research new medicines.

China and Brazil came together with a formal economic and political alignment in 2016 as founding-members of BRICS, hoping to capitalise on local mercantile interests, the gravitational pull of the competitive advantages of natural resources, and Chinese activism that can potentially help Brazil overcome the years' continued underdevelopment. China has been the long-lasting commercial partner of Brazil, where it has captured nearly 50% of its commodities market in early 2018. This is evident from its investment of \$1.54 billion in six months (from January 2018 to June 2018).

This study is descriptive and bibliographic. This study observes that Chinese integration has a positive impact on the new cycle of growth in consumption and investments of Brazil's economy, and Brazil's economic indicators are improving. Moreover, Brazil's economic growth was accompanied by moderate inflation, improvements in public accounts, and the incorporation of the lower classes in the dynamics of consumption, with the verification of a tendency to reduce distributive inequalities.

## 2. Methodology – integrative literature review

Literature reviews have five purposes: (a) review, update, and critique the literature, (b) conduct meta-analysis of the literature, (c) review, critique and synthesise the literature, (d) reconceptualize the topic reviewed in the literature, and (e) answer specific research questions about the topic discussed in the literature.

For this research, the decision was to do an integrative literature review, according to the main guidelines of this type of literature review. Those guidelines include several phases that will be defined below.

The first phase is the formulation of the problem, which may be related to practice and policy. Moreover, in this case, the issue under analysis is the integration of Chinese managers in the Western economy, and this impacts the global economy and creates new ventures for policy.

The second phase is to define the sources and the searches. Both need to be comprehensive but with a specific focus, considering that scientific database search is a transparent and reproducible process.

The third phase is the selection of the articles, related to the problem identified, according to several criteria of eligibility, as a defined timeline, the specific sources, the keywords, and others.

The fourth phase is the appraisal of the selection and evaluation of the quality and the grade of integrative review, which will depend on the sample: that include the sources, the methods, and the instruments.

The fifth phase is translated into the synthesis process with qualitative and narrative analysis for both qualitative and quantitative studies. The synthesis can assume a form of a table or model to present the results. The primary method that can be used consists of data reduction, data display, data comparison, conclusion drawing, and verification (Whittemore & Knafli, 2005).

There are several main questions to answer when deciding on what type of literature review is the most adequate for the kind of research (Table A1, in appendix). In the case of this research, it is intended to conduct a meta-analysis of the literature and answer specific research questions, following the main procedures of the integrative literature review.

The integrative review contributes to the precise visualisation of state of the art on the subject in research and its timeline to the level of production by area, avoiding minimizations or repetitions of studies, or even tending to bias when looking at a specific theme. For this analysis, the research was organised in **five phases**, namely: problem formulation, the definition of research sources, selection of articles, evaluation of screening, and analytical synthesis of results.

The **first phase** is the research formulation of the problem that guides this study. This will answer the question: What are the impacts of integrating Chinese managers into the Western economy?

In the **second phase**, called the definition of the sources of research, some criteria were defined for the selection of the research, such as the delimitation of the search base. It was decided to work with the electronic database Scopus ([www.scopus.com](http://www.scopus.com)), considered relevant due to the number of abstracts and references indexed in the space with peer review, as well as its impact on the academic area in the interdisciplinary scope, which is the area of study of this research.

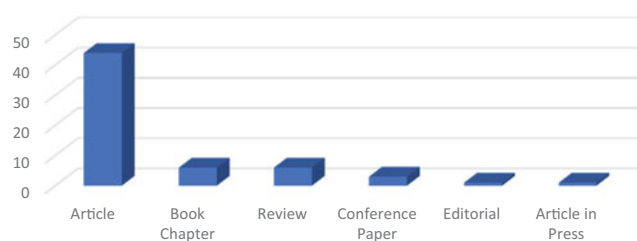
Considering the problem issue, the **third phase** is the selection of articles. To do so was to delimit the terms or expressions for research: Chinese and Western managers and economy. The variations of the expressions adopted for search are presented in a broader context, in the same proposal, since a concept depends on the context to which it is related and on its historical trajectory and conceptual analysis. As a basic principle for research, we have chosen to enter the terms and expressions in the "Title," "Summary," and "Keyword" fields. Another delimitation was to select only articles as a result of the research, considering the impact and the criticality of the peer-reviewed evaluation. No time constraints, language, and area of knowledge or any other restrictions were allowed.

In the **fourth phase**, evaluation of the selection, based on the previously defined criteria, totalled 61 indexed works. The first record is dated 1995, and there are publications until March 2018. In this period, except for the years 1998, 2000 and 2002, the publications were constant, varying from an average of two to six jobs per year. However, in the years 2011 and 2018, the publications in the area gained prominence, being possible to verify six articles indexed in the year.

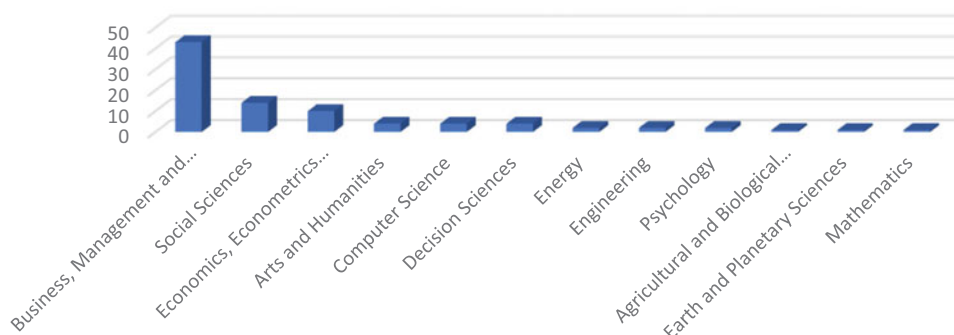
The analysis of the results showed that the works were written by 115 authors, linked to 76 institutions from 22 different countries. Of these countries, the United States stands out first with 15 publications, second with China with 13 documents, third with Australia with 12 publications and the fourth with ten publications, Hong Kong with six published documents is in fifth place and Canada and France are in sixth place with three published documents. The other countries have 2 and one publication in the area. Another important observation was that one does not have a reference author: publications vary from one to two works per researcher.

From the extensive research, it was possible to analyse what kind of document field researches are published frequently, and it was noticed that the publication focuses on articles. In total, there are six types of publications which are: Article; Book Chapter; Review; Conference paper; Editorial and Article in Press, as shown in Graphic 1.

Still, in the phase of data collection, the areas of publication were analysed. They were distributed in 12 areas of knowledge, highlighting: Business, Management and Accounting (43), Social Sciences (14 articles), Economics, Econometrics and Finance(10), Arts and Humanities (4), Computer Science (4), Decision Sciences (4), Energy (2 published documents), Engineering (2), Psychology (2), Agricultural and Biological Sciences (1) e Earth and Planetary Sciences (1 publicação). According to the following Graphic 2.



Graphic 1. Distribution of publications by type of periodical. Source: Prepared by the authors (2019).



**Graphic 2.** Areas of publication knowledge. Source: Prepared by the authors (2019).

**Table 1.** Selected articles for a complete reading.

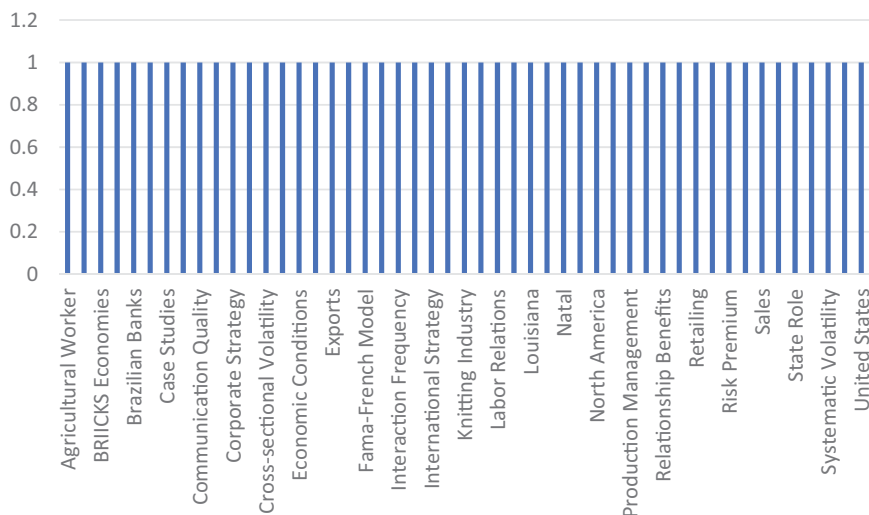
References	Title	Abstract
Barry and Graca (2019)	Moderating effects of institutional factors on relationship quality: a comparative analysis of the US, Brazil, and China	The objective of this research is to show how institutional factors affect buyer-supplier relationships. This study extends research on cross-cultural relationship marketing to more than just the context of communications and cultural heritage.
Hunt, Watts, and Bryant (2018)	Walmart's international expansion: successes and miscalculations	The studies analysed the culture of each country, buying habits, and discuss what worked and what did not work in each country. The authors hope that managers planning international expansion will learn from the successes and failures of Walmart, a retailer.
Marques, Lupina-Wegener, and Schneider (2017)	Internationalisation strategies of emerging market banks: Challenges and opportunities	This article examines factors that may influence the internationalisation strategies of emerging market banks in the private banking sector, both abroad (takeoff) and arrival in a host country.
Sehgal and Garg (2016)	Cross-sectional Volatility and Stock Returns: Evidence for Emerging Markets	The article studies the cross-section of volatility in the context of the economies of Brazil, Russia, India, Indonesia, China, South Korea, and South Africa. The study concludes that high SV portfolios exhibit low returns in the case of Brazil, South Korea, and Russia. The results are relevant to global fund managers who plan to develop emerging markets strategies for asset allocation.
Liu and Rao (2015)	A comparative perspective of knowledge management via social media: India and China	The article shows the current practices of knowledge management (KM) through social media that are being adopted by organisations in India and China. It also compares and contrasts QA practices in one of the two largest BRIC economies (Brazil, Russia, India, and China)
Cobb (2010)	What prospects for 2010?	The article reflects on the prospects for recovery for the knitting industry in 2010 after having faced the financial crisis in 2009
Halpern (2004)	Solving the 'Labour problem': Race, work and the state in the sugar industries of Louisiana and Natal, 1870–1910	The article examines how sugar planters in South Africa and the United States built a Labour problem and then decided to solve it during the late nineteenth and early tenth century.

Source: Prepared by the authors (2015).

In the **fifth phase** of the research is the formulation of the problem that guides this study. This will answer the question: What are the impacts of integrating Chinese managers into the Western economy?, the abstracts were read, selecting seven articles for complete reading according to the online search and the free access articles, with the objective of analysing the results on the integration of Chinese managers in the Western economy in the Brazilian scenario, thus set up the following integrative framework (Table 1).

Based on this sample of the literature, the theoretical-conceptual discussion presented below was constructed, with the conceptual intersection of this work. Thus the reading of the articles concludes that the Chinese experience tends to the strategic alignment between the long-term visions on the process of development of a nation – which necessarily is built in the public sphere and with the active participation of the State – and the performance of its actors in particular (companies, economic sectors, and various agents), who act in the private sphere and are driven by more immediate interests. Another analysis, based on the bibliometric analysis, based on the group of works retrieved for reading in the Scopus database, were the keywords used that are synthesised in 60 different words. Being that there was no highlight in any expression because they appear with the frequency considered low being they one time each phrase which originated the following Graphic 3.

It is evident in the discussion that China seems to know what it wants from Brazil, while Brazil is not quite sure what it wants from the Asian giant. Local mercantile interests, the gravitational pull of the competitive



**Graphic 3.** keywords. Source: Prepared by the authors (2019).

advantages of natural resources, and Chinese activism in pursuit of their legitimate interests may lead Brazil to climb steps that the country has been facing since the 1930s to try to overcome underdevelopment and peripheral economies.

## 4. Literature review

### 4.1. *The Ascension of China in Western economies*

China's increasing economic integration with the West, coupled with its effective diplomacy, is considered an essential development of this century. The "One Belt, One Road (OBOR)" is a strategic initiative that connects China with Europe, the Middle East, and Africa through infrastructure and investment projects. This mega-project is aimed at increasing China's economic cooperation with 152 countries of the world, having a population of 4.4 Billion with a current output of \$21 trillion (Freeman, 2019).

Given the importance of trade, investment, and economic growth in achieving sustainable development goals (UN, 2019), the likely engagement of developing countries through OBOR is seen as a promising area for China's future influence across the globe. Some researchers view China's presence across Africa, Latin America, and the Middle East as a manifestation of its strategic ambitions that might pose a challenge to the US hegemony. This leads to increasing worry about the negative consequences of improving China's influence taking it against the current Western economic model. However, others argue that China's gradual expansion as an option against the Western democratic model might be considered a "revisionist" control mechanism that may not necessarily substitute the US and West influence. For example, Carnegie researcher Evan A. Feigenbaum interprets the Chinese model as a "one portfolio expansion, not the substitution of an organization or existing framework" (Feigenbaum, 2010). The revisionist view of China's expansion is thus plausible given the possibility of not replacing, rather complementing the existing Western economic model where institutions provide an opportunity for accommodating the expanded economic relations.

Over the years, Chinese integration is viewed differently as compared to other global powers due to two reasons. First, as observed by Marc Lanteigne (2005), the West itself is indirectly facilitating Chinese integration while resisting it. Secondly, China is fully utilising the capacity of international platforms that allow for such expansion opportunities. For example, more recently, China is actively establishing linkages with other countries on critical international forums to reach agreements that open various avenues of investments in these countries. These include Regional Comprehensive Economic Partnership (RCEPT) that attempts to create a regional free trade area encompassing China, ASEAN, Australia, India, Japan, South Korea, and New Zealand (Freeman, 2019). Importantly, China is reaching out to Eastern European nations, including Hungary, Montenegro, Macedonia, Poland, Portugal, Greece, the Czech Republic, Serbia, and Cyprus. Also, China is increasingly engaging in Western European countries for long term economic ties and investment opportunities. Besides OBOR, recent stories of Chinese mergers and acquisitions in the EU, such as Mittelstand, reflects China's increasing commercial interests in



Europe. China is also the second-largest trading partner of the EU after the US, accounting for over €1 billion daily trade. This shows the significance of trade cooperation that China seeks to expand through enhanced economic linkages.

The trade dependency of the EU and China, as reflected by the EU is the leading importer of consumer goods, machinery, equipment, and clothing, while China being the importer of machinery, motor vehicles, aircraft, and chemicals, is an essential factor. China is seeking further enhancement of trade through negotiations for further investments that provide long terms economic exchanges between EU and China. This may catalyse changing the negative view of China's economic integration towards a positive one in the West.

The West is a hallmark of stable and robust institutions, can take Chinese expansion as an opportunity rather than an economic threat (Ikenberry, 2015). The global economic development has a much more significant impact on the US due to the maturity of institutional frameworks and facilitated investment environment with relatively lesser costs. China, on the other hand, can achieve a Win-Win situation where its ambition to become a global player in the global economic and political environment would be realised through its contribution to the worldwide economy. Resultantly, considering the positive arguments of increased Chinese integration, the West is likely to achieve greater access to China's vast consumer market that enjoys the 55% of the World's GNP, 70% of the population and 75% of the Worlds' energy reserves.

#### **4.2. The impact of Chinese managers on Brazilian organizations**

Management is a multiple-affair discipline (supply chain, finance, and forecasting, human resources, and others) whereas, it can be perceived differently because of national business norms, biases, and strategic interests, political and cultural alignments. Moreover, managers are not solemnly valuable for academic knowledge but their soft-skills, and so to say, for their capability to informally influence processes and relevant stakeholders to accomplish specific goals. Torres, Alfinito, Galvão and Tse<sup>1</sup> in a cross-cultural management setting researched similarities between the corruptibility of the Brazilian *jeitinho* and the Chinese *Guanxi*: both cultures refuted to perceive those practices as a corruption instrument but rather, to see it as an individual mean to establish equality and social justice in an already asymmetrical business society (e.g., distribution of wealth, access to trade, and others). *Guanxi* is more commonly presented as an embodied concept in the Chinese dynamics (personal and in a business context) based on individual, familial, social, and political levels to influence the outcomes of a decision. *Jeitinho*, on another hand, is equally focussed on shaping the results but through a more arbitrary approach, perceived almost as a creative instrument to find solutions for business barriers. The inference to be made is the concept of *networking*. A classical case-study is of a Western executive that fails to succeed in a Chinese market; thus, equally conventional are those regarding Brazil. AUTHOR (YEAR)<sup>2</sup> It finds that having a higher degree of social-truth and being strategically aligned with relevant stakeholders is correlated to business success for Chinese entrepreneurs. The downside of *Guanxi* or *Jeitinho* are the unrestricted outcomes that lobby, networking or influence can cause in already asymmetric societies, e.g., the Gini Coefficient of Brazil<sup>3</sup> is 0.51479 while the Chinese are 0.467<sup>4</sup>, deviate from the EEA average of  $0.3 \pm 0.01$ <sup>5</sup>.

Notwithstanding the aforementioned about cross-cultural norms, Chinese management cannot be analysed on equal metrics than Brazils', considering that China had a rapid and hectic economic growth since the 1970s through reforms, industrial modernisation, intellectual property (IP) patenting to which a moderate degree of inclusion in International Law of Intellectual Property (e.g., conventions) as well as opening its economy to intense foreign capital transactions. Thereby, Chinese management has not progressed at the same pace and in alignment with European, Russian, or U.S. management practices. China has also been through identity and institutional (socialist *democratic*) restraints. However, China and Brazil came together with a formal economic and political alignment in 2016 as founding-members of BRICS (previously, BRIC – four major emerging economies). Thus, the New Development Bank was equally subscribed by both countries to promote further trade and capital-intensive infrastructure investments.

Notwithstanding, China has been the long-lasting commercial partner of Brazil's whom in early 2018<sup>6</sup> Acquired nearly 50% of Brazil's commodities – see figure below as "total exports" (to China). Throughout a single period of 6 months, China invested nearly \$1.54 billion from January to June 2018, compared to the homologous period of 2017 with \$589 million. The economic dependency over these investments will inevitably arise the management



## China's share of Brazilian exports, in %



**Figure 1.** China Share of Brazilian Exports.

expectancies for financial returns, and therefore, executives and middle managers will adapt to these multicultural settings (Figure 1).

As a result of this, further developments in Rade usually comes through sales representatives, and aligned with the argument as mentioned earlier of the increasing exports trade volume to China and its investment within Brazil shares; presumably, top managers from China will seek for linguistic appetite for mandarin – likely, interests and influence can become effective. If *Guanxi* (influence) is taken into consideration alongside with language requirements, it can be expected a rise of Chinese individuals in middle and top management positions. Once integrated into the business teams, it becomes a matter of cross-cultural management, subject to an equality principle that refrains of perjury against the Chinese individuals.

## 5. Conclusions

China has persistently adopted a cautious policy regarding foreign investment. It has become a dominant and undeniable shareholder in multiple industries, including the energy sector and R&D. This article aimed to establish normative implications of the integration of Chinese managers in Western corporate culture, specifically in the context of high economic trade between China and Brazil. This integration is still made predominantly through equity purchase leverage by high governmental investments; however, the West appears not to be appropriating or globalising its business practices. With cultural differences aside, it is possible to infer that Chinese managers appear to be significantly employed in self-owned businesses or representation of governmental interests in its many equity enterprises. Consequently, the interexchange of business practices amongst middle and top management is limited. Moreover, the literature review observes that to what regards Brazil, there is a relationship between the commodity-boom exports a strengthening of positive externalities in the internal Labour market: actual increases in the minimum wage, income transfer programmes, increased job creation and real gains in net income, credit expansion, and among others events it appears to be contributing decisively to the recent cycle of growth in consumption and investments of Brazils' economy.

## 6. Limitations and future research

The rise of China to the condition of global economic power is a reality that interacts decisively with the perspectives of the Brazilian economy. Economic growth was accompanied by moderate inflation, improvements in public accounts, and the incorporation of the lower classes in the dynamics of consumption, with the verification of a tendency to reduce distributive inequalities.

The case Brazilian is similar to that of other countries characterised by producing and exporting natural resources, whose demand has been significantly enhanced by the process of rapid urbanisation and industrialisation of

emerging powers, especially China. Indeed, this fact cannot be attributed to the improvement of recent macro-economic performance, as well as its unfolding in the social sphere.

For future studies, some research deepening is suggested as:

1. The study of the indicators of the pattern and competitiveness of bilateral trade between Brazil and China to verify the rates of increase of economic growth of the two countries integrated into the cultural, political, and educational sectors of the two countries.
2. Deepen the collection of data on foreign direct investment, exports, and imports (for various measurements) and use the various authors to promote information.
3. The study on the influence of the Brazilian government (2019) on China and how it would affect future research in this area, as the Brazilian government is aligned, the more political and economic focus of the US government and gradually moving away from the Chinese government.

## Notes

1. <http://www.scielo.br/pdf/ram/v16n4/1518-6776-ram-16-04-0077.pdf>
2. <https://www.forbes.com/sites/michaelcwenderoth/2018/05/16/how-a-better-understanding-of-guanxi-can-improve-your-business-in-china/>
3. <https://tradingeconomics.com/brazil/gini-coefficient-wb-data.html>
4. <https://www.ceicdata.com/en/china/resident-income-distribution/gini-coefficient>
5. <https://www.oecd.org/els/soc/cope-divide-europe-2017-background-report.pdf>
6. <https://brazilian.report/money/2018/11/14/brazil-trade-china-commodities/>

## Disclosure statement

No potential conflict of interest was reported by the authors.

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## Appendix

**Table A1** – Questions to address when deciding the type of literature review.

Purpose of the research	<ol style="list-style-type: none"> <li>1. Is the integrative literature review the most appropriate form of research to address the problem?</li> <li>2. Will the review article make a significant, value-added contribution to new thinking in the field?</li> <li>3. Is the distinctive purpose of the literature stated (e.g., a reconceptualization of the topic, answer specific research questions, review, update, and critique the literature)?</li> </ol>
The topic of the review	<ol style="list-style-type: none"> <li>1. Will the literature review examine a new problem, a mature topic? Is the topic of the review clearly defined?</li> <li>2. Are the scope and boundaries of the review demarcated to show the bodies of literature that will and will not be reviewed?</li> </ol>
Author(s) perspective	<ol style="list-style-type: none"> <li>1. Is the perspective taken by the author on the literature review explained to readers (e.g., neutral representation versus taking a position or point of view)?</li> <li>2. Are the assumptions of the author regarding the literature review stated?</li> </ol>
Organisation and structure	<ol style="list-style-type: none"> <li>1. Is the integrative literature review organised effectively?</li> <li>2. Is the literature review organised for a logical flow of ideas, organisation, and readability?</li> <li>3. Is the literature review organised around a coherent structure for clarity about what is being reviewed and how the main concepts or themes of the topic come together as a unified idea (e.g., temporal, methodological, or conceptual structure)?</li> <li>4. Should diagrams or other visual representations be used to show how the literature review is structured and to enhance the reader's understanding of how the topic is addressed in the literature?</li> </ol>
Discussion of research methods	<ol style="list-style-type: none"> <li>1. Are the methods for conducting the integrative literature review sufficiently described?</li> <li>2. How was the literature for the review selected?</li> <li>3. What were key subject terms (or keywords) used to search the literature?</li> <li>4. What databases were used to search the literature?</li> <li>5. Is a table or matrix used to track which keywords and databases led to relevant literature and which did not? If so, is the use of the table mentioned in the review for readers?</li> <li>6. Are the criteria stated for retaining or discarding the literature retrieved?</li> <li>7. Is there a discussion of how each piece of literature was reviewed (e.g., a complete reading of each literature source, reading of abstracts only, a staged review)?</li> <li>8. e. Is there a discussion of how the main ideas and themes from the literature were identified and analysed?</li> <li>9. Is the description of the methods for searching, analysing, and interpreting the literature as transparent as possible for the reader? Is the description of the literature review methodology written so that if other researchers attempted to replicate the integrative literature review, sufficient information would be available to do so?</li> </ol>
Critical analysis	<ol style="list-style-type: none"> <li>1. Does the review critically analyse the existing literature on the topic (i.e., is a critique provided)?</li> <li>2. Does the critical analysis describe both the strengths and weaknesses of the literature?</li> <li>3. Does the critical analysis identify literature deficiencies, omissions, inaccuracies, conflicting perspectives and inconsistencies, and aspects of the topic or phenomenon that are missing, incomplete, or poorly represented in the literature?</li> <li>4. Would it be beneficial for the review to include a concept map, analysis matrix, or other visual representation of the main ideas and conceptual relationships of a topic to enhance the reader's understanding of the critical analysis of the literature?</li> </ol>
Synthesis	

(continued)

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|--------------------------------|--|
|                                | 1. Does the integrative literature review synthesise knowledge from the literature into a significant, value-added contribution to new knowledge on the topic?   |
| Further research               | 1. Does the integrative literature review lay the foundation for future research by formulating questions for new research on the topic?   |
| Logic and conceptual reasoning | 1. Does the integrative literature review describe the rationale and conceptual reasoning used by the author to synthesise the model or framework from the review and critique of the literature?  |
| Future of the topic            | 1. Does the integrative literature review explore the future of the topic or field? Does the review identify factors that are shaping the future of the topic, discuss pending developments in the field, and assess the direction for future events and trends? |

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In the case of this research, it is intended to conduct a meta-analysis of the literature and answer specific research questions, following the main procedures of the integrative literature review.