

<b>Subject Code</b>	MM5221
<b>Subject Title</b>	Human Resource Management in China
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/</b>	Managing Organisation and People (MM511) or Cross-cultural Management (MM5251) or Organisation and Management in the PRC (AF5613) or Managerial Economics and Business Strategy (The Case of China) (AF5621) -----
<b>Exclusion</b>	Human Resource Management in the PRC (MM522)
<b>Role and Purposes</b>	This course contributes to the achievement of the outcomes of the postgraduate programmes in Faculty of Business by developing students with professional knowledge and skills in human resource management (HRM) in China. This is a specialised elective course that enable students to identify and analyse the contextual forces of the labour market, characteristics of workforce and HRM policies in China and to apply those learned skills and principles in people management in China.
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: a. explain and analyse the characteristics of the labour market and essential contextual factors affecting HRM in China, including governmental institutions and policies, labour laws, labour unions; b. identify and analyse the characteristics and cultural background of employees in China; c. analyse and critically evaluate the prevailing HRM policies and practices among various types of enterprises in China; d. synthesise and apply the learned HRM principles and skills to make recommendations on people management for enterprises in China.
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b>Overview of contextual factors and labour market in China</b> Economic, political, and social contexts of employment and labour market in China. The <i>PRC Labour Law</i> and <i>Labour Contract Law</i> and employment contracts. Needs, cultural values and other characteristics of Chinese employees. Implications to people management in China.</p> <p><b>Recruiting and Selecting Employees in China</b> Characteristics of employment contracts. Various means of recruitment in China. Employment agencies and their roles. Selection instruments and techniques adopted by enterprises. Recruiting and selecting senior managers and expatriates. Issues in localisation in the China context.</p> <p><b>Compensation and Benefits in China</b> Diversity of wages and salaries systems in enterprises. Various kinds of benefits and social insurances in China. Effective compensation and benefits policies in China.</p> <p><b>Performance Management in China</b> Purposes and characteristics of performance management in China. Techniques in performance appraisal. Challenges in adopting western performance appraisal system and feasible suggestions.</p> <p><b>Training and Development in China</b> Challenges of training and developing Chinese workforce. Useful training programmes and techniques for employees in China. Management development programmes for</p>

	<p>local managers.</p> <p><b>Employment relations in China</b>          Characteristics of trade unions in China. The All-China Federation of Trade Unions, the <i>Labour Union Law</i> and related regulations. Management of employee relations in enterprises. Handling workers' grievance and discipline. Industrial conflicts and their resolution and relevant laws in China.</p>																																														
<p><b>Teaching/Learning Methodology</b></p>	<p>About two-third of the three-hour weekly lectures are used to explain and discuss various contextual forces, labour laws, workforce characteristics and prevailing HRM practices in China. Company practices, practical problems, and current issues are employed to stimulate students to think and discuss real-life people management problem in China. The remaining hours provide students opportunity to present their project-based case studies based on extensive literature search and fieldwork. Feedback is given to students immediately following their presentations and all students are invited to join the follow-up discussion.</p>																																														
<p><b>Assessment Methods in Alignment with Intended Learning Outcomes</b></p>	<table border="1" data-bbox="448 712 1476 1339"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> </tr> </thead> <tbody> <tr> <td><b>Continuous Assessment*</b></td> <td><b>50%</b></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Group Project (presentation and written report)</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Individual essay</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>4. Class participation and activities</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td><b>Examination</b></td> <td><b>50%</b></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in <b>both</b> the Continuous Assessment and Examination components.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b></p> <p>The above assessment methods are designed to ensure that all students taking this subject –</p> <ol style="list-style-type: none"> <li>1. To read the main text and other recommended readings and materials.</li> <li>2. To actively participate in a group project and apply learned knowledge and principles to enterprises in China.</li> <li>3. To write an individual essay that explores key issues of managing people and enterprises in China in greater depth.</li> <li>4. To take a closed-book examination to demonstrate their conceptual knowledge, analytical skills and critical thinking in applying essential principles of HRM to enterprises in China.</li> </ol>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				a.	b.	c.	d.	<b>Continuous Assessment*</b>	<b>50%</b>					1. Group Project (presentation and written report)	25%	✓	✓	✓	✓	3. Individual essay	15%	✓	✓	✓	✓	4. Class participation and activities	10%	✓	✓	✓		<b>Examination</b>	<b>50%</b>	✓	✓	✓	✓	Total	100 %				
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<b>Students' Study Efforts Expected</b>	Class contact:	
	▪ Lectures, case studies and group presentations	39 Hrs.
	Other student study effort:	
	▪ Preparation for discussion	26 Hrs.
	▪ Preparation for assignment, group project and examination	52 Hrs.
	Total students study effort	117 Hrs.
<b>Reading List and References</b>	<p><u>Recommended Textbook</u> Cooke, F. L. (2012). <i>Human Resource Management in China: New Trends and Practices</i>. Routledge.</p> <p><u>Useful References</u> Bond, M. H. (2010). <i>The Oxford Handbook of Chinese Psychology</i>. Oxford University Press.</p> <p>Chan, C. K. (2010). <i>The Challenge of Labour in China: Strikes and the Changing Labour Regime in Global Factories</i>. Routledge.</p> <p>China Hand. (2014). Economist Intelligence Unit. Retrieved from <a href="http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687">http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687</a></p> <p>China Hand. (2015). Economist Intelligence Unit. Retrieved from <a href="http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687">http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687</a></p> <p>China Hand. (2016). Economist Intelligence Unit. Retrieved from <a href="http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687">http://portal.eiu.com/index.asp?layout=displayIssue&amp;publication_type_id=1950000195&amp;publication_id=870003687</a></p> <p>Chow, I. H., Huang, J. C., &amp; Liu, S. (2008). Strategic HRM in China: Configurations and competitive advantage. <i>Human Resource Management</i>, 47(4), 687-706.</p> <p>Davies, D., &amp; Wei, L. (2011). <i>Human Resources Management in China: Cases in HR Practices</i>. Chandos.</p> <p>Dessler, G. (2006). Expanding into China? What foreign employers should know about human resource management in China today. <i>SAM Advanced Management Journal</i>, 71(4), 11-23.</p> <p>Ding, D. Z., &amp; Akhtar, S. (2001). The Organizational Choice of Human Resource Management Practices: A Study of Chinese Enterprises in Three Cities in the PRC. <i>International Journal of Human Resource Management</i>, 12(6), 946-964.</p> <p>Efremova, E., Fahrni, D., Musy, N., &amp; Munz, C. (2008). <i>The China Human Resources Paradox: Dealing successfully with people shortages in the land of billions</i>. CH-ina (Shanghai) Co. Ltd.</p> <p>Huang, X., &amp; Bond, M. H. (2012). <i>Handbook of Chinese Organizational Behavior</i>. Edward Elgar.</p> <p>Lam, S. S., &amp; Yeung, J. C. (2010). Staff localization and environmental uncertainty on firm performance in China. <i>Asia Pacific Journal of Management</i>, 27(4), 677-695.</p> <p>Livermore, A. (2010). <i>Human Resources in China</i>. Asia Briefing Publications.</p> <p>Nankervis, A. R., Cooke, F. L., Chatterjee, S. R., &amp; Warner, M. (2013). <i>New Models of Human Resource Management in China and India</i>. Routledge.</p> <p>Nankervis, A., &amp; Ngok, L. (2007). Managing global integration, national values and local development in China. <i>Asian Management in Transition: Emerging Themes (Palgrave, London)</i>, 29-77.</p>	

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Academia Journals  
*Asia Pacific Journal of Human Resources*  
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*Chinese Management Studies*  
*Human Resource Management*  
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*Journal of Chinese Human Resource Management*  
*Management and Organizational Review*  
*Personnel Review*

Practitioner Journals  
*China Business Review*  
*China Law & Practice*  
*Human Resources* (The official Journal of HKIHRM)