

Subject Description Form

Subject Code	MM4121
Subject Title	Human Resource Management in China
Credit Value	3
Level	4
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Pre-requisite: Management and Organization (MM2021) or equivalent
Role and Purposes	This course contributes to the achievement of the outcomes of the BBA (Hons) in Management Programme by developing students with professional-specific skills and knowledge in human resource management (HRM). This is a specialised elective course that enables students to evaluate the contextual factors of people management and apply the learned skills and principles in managing human resources in China.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> a. explain and analyse the characteristics of the contextual factors, including economic, institutional, legal and social factors, which shape the labour market and workers' characteristics in China (BBA Outcome 10); b. identify and analyse the prevailing HRM functions and policies among various types of enterprises in China (BBA Outcome 9); c. evaluate and apply those learned HRM skills and principles in making logical and creative recommendations to enterprises in China (BBA Outcomes 3, 4). d. communicate effectively in English at a level appropriate for business purposes and general conversation (BBA Outcome 1).
Subject Synopsis/ Indicative Syllabus	<p>Overview of Contextual Factors in China Characteristics of economic, institutional, and social contexts of employment and labour market in China. The PRC Labour Law, Labour Contract Law and employment contracts. Characteristics of Chinese workforce. Influence of traditional cultural values. Implications to management of human resources in China.</p> <p>Recruitment and Selection Issues in China Various means of recruitment and selection methods adopted by enterprises in China. Unique role of employment agencies. Expatriates and localisation in the China context.</p> <p>Remuneration Practices in China Characteristics of remuneration systems in China. Compensation and benefits issues in relation to social insurance and housing provident fund. Ethical issues arise and the implications to enterprises in China.</p> <p>Employee Performance and Development in China Performance appraisal system adopted by enterprises in China. Challenges of training and development for Chinese workforce. Management development programmes for local managers.</p> <p>Employee Relations in China The administrative structure of the All-China Federation of Trade Unions. Dual roles of trade unions. The Labour Union Law and other provisions in China. Labour disputes and resolution system. Management of employee relations in enterprises.</p>

Teaching/Learning Methodology	The weekly lectures focus on introduction and explanation of the contextual forces, workforce characteristics and prevailing HRM practices in China. Through seminar sessions, students will learn how to critically examine HRM theories and concepts and apply them to the context of China through case studies, group discussions and learning activities. Students will be assessed by means of project presentation, essay writing and examination.																																																		
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="411 367 1449 949"> <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>Continuous Assessment</td> <td>50%</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>2. Individual Assignment</td> <td>15%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Class Participation and Activities</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Examination</td> <td>50%</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 data-bbox="411 965 1449 1032"><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p data-bbox="411 1048 1449 1115">To pass this subject, students are required to obtain Grade D or above in <u>BOTH</u> the Continuous Assessment and Examination components.</p> <p data-bbox="411 1131 1449 1198">Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p data-bbox="411 1214 1449 1281">The above assessment methods are designed to ensure that all students taking this subject -</p> <ol data-bbox="459 1296 1449 1588" style="list-style-type: none"> 1. To read the main text and other recommended readings and materials. 2. To actively participate in a group project and to apply theories to practice. 3. To write an individual essay that explores a certain topic/area on management of human resources in China. 4. To take a closed-book examination to demonstrate conceptual and analytical skills on HRM practices so as to make sound recommendations to enterprises in China. 					Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				a	b	c	d	Continuous Assessment	50%					1. Group Project (Presentation and Written Report)	25%	✓	✓	✓	✓	2. Individual Assignment	15%	✓	✓	✓	✓	3. Class Participation and Activities	10%	✓	✓	✓	✓	Examination	50%	✓	✓	✓	✓	Total	100 %				
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Student Study Efforts Expected	Class contact:																																																		
	▪ Lecture		26 Hrs.																																																
	▪ Seminars		13 Hrs.																																																
	Other student study effort:																																																		
	▪ Preparation for discussion		28 Hrs.																																																
	▪ Preparation for assignment, group project and examination		56 Hrs.																																																
	Total student study effort		123 Hrs.																																																

Reading List and References

Recommended Textbook

Cooke, F. L. (2012). *Human Resource Management in China: New Trends and Practices*. Routledge.

Useful References

Chan, C. K. (2010). *The Challenge of Labour in China: Strikes and the Changing Labour Regime in Global Factories*. Routledge.

Davies, D., & Wei, L. (2011). *Human Resources Management in China: Cases in HR Practices*. Chandos.

Economist Intelligence Unit, "Human Resources", in *China Hand*, various years.

Efremova, E., Fahrni, D., Musy, N., & Munz, C. (2008). *The China Human Resources Paradox: Dealing successfully with people shortages in the land of billions*. CH-ina (Shanghai) Co. Ltd.

Huang, X., & Bond, M. H. (2012). *Handbook of Chinese Organizational Behavior*. Edward Elgar.

Livermore, A. (2010). *Human Resources in China*. Asia Briefing Publications.

Nankervis, A., & Ngok, L. (2007). Managing global integration, national values and local development in China. *Asian Management in Transition: Emerging Themes (Palgrave, London)*, 29-77.

Ng, S. H., Ip, O., & Chan, A. W. (2012). *A Study on Employment and the Labour Market in South China: Final Report*. Hong Kong: Workplace Study Group.

Warner, M. (2009). *Human Resource Management with Chinese Characteristics: Facing the Challenges of Globalization*. Routledge.

Westwood, R. I. (1992). *Organisational Behaviour: Southeast Asian Perspectives*. Longman.

Indicative Readings

Chow, I. H., Huang, J. C., & Liu, S. (2008). Strategic HRM in China: Configurations and competitive advantage. *Human Resource Management*, 47(4), 687-706.

Wang, K. (2008). A changing arena of industrial relations in China: What is happening after 1978. *Employee Relations*, 30(2), 190-216.

Wei, L. Q., Liu, J., Zhang, Y., & Chiu, R. K. (2008). The role of corporate culture in the process of strategic human resource management: Evidence from Chinese enterprises. *Human Resource Management*, 47(4), 777-794.

Zhang, L., Liu, J., Loi, R., Lau, V. P., & Ngo, H. Y. (2010). Social capital and career outcomes: a study of Chinese employees. *The International Journal of Human Resource Management*, 21(8), 1323-1336.

Zhu, C. J., & Dowling, P. J. (2000). Managing people during economic transition: the development of HR practices in China. *Asia Pacific Journal of Human Resources*, 38(2), 84-106.

Academic Associations or Websites

Hong Kong Institute of Human Resources Management www.hkihrm.org ;
China HRD www.chinahrd.net

Academia Journals

Asia Pacific Journal of Management

Asia Pacific Journal of HR

Human Resource Management

International Journal of HR Management

China Law & Practice

Chinese Journal of HRM

Human Resource Management Journal

Personnel Review

Practitioner Journals

Academy of Management Executive

China Staff

China Business Review

Human Resources (HKIHRM)