

<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/ Exclusion</b>	<p>Managing Organisations and People (MM511) or Organisation and Management (MM5112) or Cross-cultural Management (MM5251)</p> <p>-----</p> <p>Human Resource Management in the PRC (MM522)</p>
<b>Objectives</b>	<p>This course contributes to achieving the outcomes of the postgraduate programmes in Faculty of Business by developing students with fundamental knowledge and skills in human resource management (HRM). This specialised elective subject enables students to identify and analyse the contextual forces of China's labour market, workforce characteristics, and HRM policies, and apply those learned skills and principles to manage people in China.</p>
<b>Intended Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>explain the characteristics of the Chinese's labour market and essential contextual factors affecting human resources management;</li> <li>critically evaluate the prevailing HRM policies and practices;</li> <li>synthesise and apply the learned HRM principles and skills to make recommendations on people management for enterprises in China.</li> <li>understand the technological innovation in HRM practices, and to solve business issues that are increasingly affected by technologies such as AI, cloud computing and data science.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b>Overview of contextual factors and labour market</b> Economic, political, and social contexts of employment and labour market in China. The PRC Labour Law, Labour Contract Law, and employment contracts. Cultural values and other characteristics of Chinese employees.</p> <p><b>Recruiting and Selecting Employees</b> Various means of recruitment methods. 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</b> Various kinds of benefits and social insurances in China.</p> <p><b>Performance Management</b> Purposes and characteristics of performance management. Techniques in performance appraisal. Challenges in adopting western performance appraisal system.</p> <p><b>Training and Development</b> Training needs assessment. Traditional and technology-based training methods and techniques. Career development programmes for local managers.</p> <p><b>Contemporary Issues in HRM</b> The role of digital technology and HRM.</p>

<b>Teaching/Learning Methodology</b>	<p>About two-thirds of the three-hour weekly lectures are used to explain and discuss various contextual forces, labour laws, workforce characteristics, and prevailing HRM practices. HRM practices and current issues are employed to stimulate students to think and discuss real-life people management problems. The remaining hours provide students the 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>																																																		
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table border="1" data-bbox="448 389 1476 958"> <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</td> <td>25%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>2. Individual essay</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><b>Examination</b></td> <td><b>50%</b></td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td><b>Total</b></td> <td><b>100 %</b></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 reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</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 recommended readings and materials.</li> <li>2. To actively participate in a group project and apply learned theories and principles to solve HR issues/problems.</li> <li>3. To write an individual essay that explores key HRM issues in greater depth.</li> <li>4. To take an examination to demonstrate 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	25%	✓	✓	✓		2. Individual essay	15%	✓	✓	✓	✓	3. Class participation and activities	10%	✓	✓	✓		<b>Examination</b>	<b>50%</b>	✓	✓	✓	✓	<b>Total</b>	<b>100 %</b>				
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<b>Students' Study Efforts Expected</b>	Class contact:																																																		
	<ul style="list-style-type: none"> <li>▪ Lectures and seminars</li> </ul>		39 Hrs.																																																
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	Total students study effort	117 Hrs.
<b>Reading List and References</b>	<p><u>Indicative references:</u></p> <p>Cooke, F. L., Xiao, M., &amp; Chen, Y. (2021). Still in search of strategic human resource management? A review and suggestions for future research with China as an example. <i>Human Resource Management</i>, 60(1), 89-118.</p> <p>Cooper, B., Wang, J., Bartram, T., &amp; Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. <i>Human Resource Management</i>, 58(1), 85-97.</p> <p>Suseno, Y., Chang, C., Hudik, M., &amp; Fang, E. S. (2022). Beliefs, anxiety and change readiness for artificial intelligence adoption among human resource managers: the moderating role of high-performance work systems. <i>The International Journal of Human Resource Management</i>, 33(6), 1209-1236.</p> <p>Zhao, C., Cooke, F. L., &amp; Wang, Z. (2021). Human resource management in China: what are the key issues confronting organizations, and how can research help? <i>Asia Pacific Journal of Human Resources</i>, 59, 357-373.</p> <p><u>Other possible sources:</u></p> <p>Asia Pacific Journal of Human Resources  Chinese Management Studies  Human Resources (The official Journal of HKIHRM)  International Journal of Human Resource Management  Journal of Chinese Human Resource Management</p>	

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