Syllabus

38:578:610:01: EMPLOYMENT RELATIONS/HUMAN RESOURCES IN CHINA

Thursday 4:30pm-7:10pm, Labor Education Center, Room 166 Cook/Douglass Campus, Rutgers University Fall 2012

Professor: Mingwei Liu, Ph.D. Email: mliu@work.rutgers.edu

Phone: 848-932-6540

Office Hours: 3-4:30pm, Thursday, or by appointment

Office Location: Labor Education Center, Room 149 (Cook/Douglass Campus)

Course Description

By reforming its planned economy to a market based one and drawing a sizable share of global manufacturing into its vast and countless factories, China has transformed, and is continuing to transform, product markets, labor markets, and workers' lives both within and beyond its borders. How China develops its labor market institutions, resolves increasing labor-management conflicts, and manages its huge workforce in the diverse workplaces are important questions that no serious student of labor relations, business, and management can afford to ignore.

This course aims to provide students with an introduction to the changing employment relations and human resource management in contemporary China. This will include an understanding of the historical, legal, political and social context in which employment relations and HRM take place in contemporary China, to cultivate a critical understanding of the ways history, power, and culture help define relationships between individuals in the enterprises. The focus will be on the diverse patterns of employment relations and HRM in the workplace as well as the many faces of the Party-state, Chinese workers, employers, and trade unions. The latest developments in the Chinese labor legal system and employment relations, and corporate HRM responses to the changing labor environment, will also be covered to provide students with up-to-date knowledge on China's rapidly changing employment relations and HRM.

Expectations of Students

Preparation

Be prepared for class. Always read the assigned materials before the class so that you can fully participate in class discussions and more easily follow the lecture. Bring the week's reading materials to class with you so that you can refer to it during lectures and group discussions. Students should plan to print out all course materials, take extensive notes

on the online course readings, or do both.

Take careful lecture notes. You should obtain lecture notes from another student if you are forced to miss a class. These are not provided by the instructor.

Participation

Class sessions will include a mixture of lectures, discussions and student presentations. Students are required to *participate actively* in all aspects of the course.

When participating in discussions explain your views using reasoned arguments and provide evidence for assertions of fact. *Respect others' views and listen*. You do not have to agree with your classmates, but you must give them your full attention and consideration.

Texting, talking on your phone and emailing are all prohibited during class. Students who repeatedly do these things during class time will be asked to leave class and will be counted absent for the week.

Attendance

Students should *plan to attend every course session*. Students must sign in personally at the beginning of class; failure to do so will result in a loss of attendance points. If you expect to miss one or two classes, **please use the University absence reporting website** https://sims.rutgers.edu/ssra/ to indicate the date and reason for your absence. An email is automatically sent to me.

Stay for the whole class. If you are late or leave early, you will be charged with $\frac{1}{2}$ class absence. I recognize that illness, death in the family or other emergencies happen, and will excuse absences for these reasons.

If you have a legitimate reason for your absence, lateness or need to leave early, it must be provided to me **in writing** in advance or immediately after the occurrence. Even excused absences must be reported via the University absence reporting website indicated above.

Communication

Students are expected to check their official Rutgers email accounts regularly for class announcements. The instructors will communicate all official course correspondence to students via email. Students are responsible for <u>all</u> information communicated to them via email by the instructors. Verbal discussions with the instructors before or after class will not be considered official unless followed up with written email confirmation.

Feel free to contact the instructor via email with questions or concerns about the course. I will do my best to get back to you within 24 hours. When emailing the instructor, always include "Employment Relations/Human Resources in China" in the subject line of your email.

Evaluation

Final grades will be based on the following four factors:

1.	Class preparation, attendance and participation	(25%)
2.	Individual Presentation	(10%)
3.	Group Presentation	(10%)
4.	Two Individual Written Case Analyses	(20%)
5.	Individual Term Paper	(35%)

Class Preparation, Attendance and Participation

The class participation grade will include your attendance and your contribution to the intellectual life of the classroom, demonstrated by your knowledge of the readings and the questions or comments you raise during lectures and discussions.

Everyone should be prepared to attend the classes and make contributions that will be assessed on the following scale:

- 0: absence
- 1: presence, but no (or irrelevant) comments/questions or reiteration of comments/questions that have already been made
- 2: comments/questions that enhance the learning of classmates by integrating conceptual frameworks, readings, or personal experience

In addition, the instructor will give extra points to students who actively participate in class discussions throughout the semester.

Individual Presentation

Starting from the second week, every week one or two students will be assigned to make an individual presentation (at least 10 minutes and at most 15 minutes) at the beginning of the class. The presentation should: (1) briefly summarize the readings assigned for that class; (2) share your own observations, experiences, insights, or news stories related to the topic of that class; and (3) raise three questions for the class to discuss. Each student should submit a copy of his/her presentation slides via email before the class in which they present. This assignment accounts for 10 points.

Group Presentation

There are group presentations accounting for 10 points (topics to be determined). Each group should submit a copy of their presentation slides via email as well as a cover sheet giving the names and student IDs of the group participants before the class in which they present. The submitted presentations should include a list of references or sources. Each group will have 20 minutes to present and 5 minutes to answer questions. Presentation skills

are not emphasized but content, analysis and argument are.

There will be peer evaluations of your group members' contribution to the group presentations. Each participating student is required to submit your peer evaluation to the instructors. The peer evaluation grades range from 0 to 10. Your final grade for the group project will be based on both your group performance (which will be evaluated by the instructors) and your average peer evaluations. For example, if your group gets 9 (the full mark is 10) for your group presentation, and your average peer evaluation score is 9.5/10, your final score for the group presentation will be 9 X 9.5/10=8.55.

Individual Written Case Analyses

There are two individual written case analyses (3-4 pages each, double spaced), each accounting for 10 points. They are meant to be in-depth written analyses of the required cases assigned on the syllabus, and should address at least three of the questions raised in the assignment. You are also required to incorporate the course readings or other relevant sources into your case analysis.

Individual Term Paper

There is a 12-15 page (double spaced) individual term paper which accounts for 35 points. You can choose any topic related to labor, employment, and HRM in China. You are welcome to discuss your ideas with the instructor. You will need to do original research and use at least two additional academic sources (books or articles) beyond those assigned in class.

Grading Criteria

Content: Papers (case analyses and term papers) should reflect careful, thorough consideration of the assignment. All papers should demonstrate careful reading of the course material, and should **cite all sources** that are consulted when preparing the assignment using either APA citation rules which can be found on the American Psychological Association website or MLA rules found on the MLA site.

Mechanics: Student writing should demonstrate master level competence in grammar and style. Students with unsatisfactory writing skills will be encouraged to seek additional assistance from Rutgers writing tutorial resources.

Papers the instructor deems unacceptable in terms of either content and/or mechanics will be returned to the student for revision prior to grading and marked down for each day the paper is late. Failure to use spell check and grammar check to fix basic mistakes will result in automatic return of the paper without grading.

Submitting Papers

Students will submit all individual papers electronically via the Sakai course website. Students can submit their papers by following these directions:

- Include a header on your paper with your last name, first initial and assignment #
- Go to the Sakai course site
- Click on Assignment
- Click on the correct assignment number
- Click on submit as Student
- Drop all the way down below the text box and click on add attachments
- Click on the browse files
- Select your document and upload
- Make sure to complete the upload
- Check to be sure you post your paper under the appropriate assignment

The instructor will <u>not</u> accept individual papers in class or via email.

Deadlines

Individual case analyses, individual presentation, and group presentation slides will be due by the start of class on the due date. The term paper will be due on December 13, 2012. All papers turned in after this time will be marked late. Late papers will be marked down one full letter grade for each day that they are late.

Academic Integrity

Academic integrity requires that all academic work be wholly the product of an identified individual or individuals. Joint efforts are legitimate only when the assistance of others is explicitly acknowledged and permitted by the assignment. Ethical conduct is the obligation of every member of the University community and breaches of academic integrity constitute serious offenses. Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Students are also expected to report incidents of academic dishonesty to the instructor or dean of the instructional unit. Students are expected to be familiar with all Rutgers University policies regarding academic integrity. These can be found on the website www.rutgers.edu

Course Readings and Other Materials

All required readings and materials are available on the course Sakai website. Students can access the course Sakai site by following these directions:

- Go to http://sakai.rutgers.edu
- To log on, enter your Rutgers net ID and password in the upper right hand corner.
- Look for the tabs at the top of the next page. Click on the tab: 38:578:610:01.
- Click on "resources" on the menu on the left hand side of the next page. You should see the course syllabus and all of the course readings.

Course Outline

1. Introduction

Thursday, September 6, 2012

Read: This syllabus.

Due: Learn how to access the course readings on sakai

Learn how to submit papers on sakai course website

Individual Presentation Assignment

2. Theories & History & Culture

Thursday, September 13, 2012

Read: Taylor, B, Chang K & Li Q (2003) Industrial relations in China (Cheltenham, UK; Northampton, Mass., USA: E. Elgar Pub), Chapter 1.

Lee, C.K. (1999) 'From Organized Dependence to Disorganized Despotism: Changing Labor Regimes in Chinese Factories' *China Quarterly*, March pp. 44-71.

Lu X. and Perry E. (1997) *Danwei: the changing Chinese workplace in historical and comparative perspective* (Armonk, N.Y.: M.E. Sharpe). Chapter 7.

Tsang, E. (1998) Can guanxi be a source of sustained competitive advantage for doing business in China? *Academy of Management Executive*, 12 (2):64-73.

(Optional) Liang X, Marler J. and Cui Z.. (2012). Strategic Human Resource Management in China: East Meets West. *Academy of Management Perspectives*, 26 (2), 55-70.

Film: China: A Century of Revolution (1976-1997)

3. The Role of the State

Thursday, September 20, 2012

Read: Taylor et al. *Industrial Relations in China*, Chapter 2.

Gallagher, Mary Elizabeth (2005) Contagious Capitalism: globalization and the politics of labor in China. Princeton: Princeton University Press. Chapter 2.

Walder, A. (2009) "Unruly Stability: Why China's Regime Has Staying Power." Current

History, September: 257-262.

(Optional) Cooke, F. L. (2011). "The role of the state and human resource management in China." *International Journal of Human Resource Management*, 22:18, 3830-3848.

Case: Google in China

4. Labor Market and Human Resource Development

Thursday, September 27, 2012

Read: Liu, Mingwei and David Finegold. (2012) Skill Development in China: Toward A High-Skills Equilibrium? Working Paper. Rutgers University.

Cooke, Fang Lee. (2011) "Labor Market Disparities and Inequalities." In Shelton Peter, Sunghoon Kim, Yiqiong Li, and Malcolm Warner (eds), *China's Changing Workplace*. London: Routledge, Chapter 14.

Cooke, Fang Lee. (2012) Human Resource Management in China. Chapter 2.

(Optional) Li, Y. and Sheldon P. (2010) "HRM lives inside and outside the firm: employers, skill shortages and the local labor market in China." *International Journal of Human Resource Management*, 21 (12), pp. 2173-93.

Case: Talent Recruitment at Frog Design Shanghai

5. Employment Relations and HRM in the State Sector

Thursday, October 4, 2012

Read: Taylor et al. *Industrial Relations in China*, Chapter 3.

Gallagher, Mary Elizabeth (2005) Contagious Capitalism: globalization and the politics of labor in China. Princeton: Princeton University Press. Chapter 4.

(Optional) Chan, A. and Unger, J. (2009). "A Chinese State Enterprise under the Reforms: What Model of the Capitalism?" *The China Journal*, 62 (July), pp. 1-26.

Zhu, C.J., Zhang, M.Q. & Shen, J. (2012). "Paternalistic and Transactional HRM: The Nature and Transformation of HRM in Contemporary China." *The International Journal of Human Resource Management*, 23 (19), 3964-82.

Case: Managing a New State-Owned Enterprise: A Daring Experiment by the Beijing Capital

Group

Due: Individual Written Case Analysis #1

6. Employment Relations and HRM in Foreign Invested Enterprises

Thursday, October 11, 2012

Read: Walsh and Zhu (2007) 'Local complexities and global uncertainties: a study of foreign ownership and human resource management in China' *International Journal of Human Resource Management*, 18(2) pp. 249-67.

Zou, M. and Lansbury R. (2009) "Multinational corporations and employment relations in the People's Republic of China: the case of Beijing Hyundai Motor Company." *International Journal of Human Resource Management*, 20 (11), pp. 2349-69.

(Optional) Otis, Eileen. (2008) "Beyond the Industrial Paradigm: Market-Embedded Labor and the Gender Organization of Global Service Work in China." *American Sociological Review*, 73 (15), 15-36.

Pun, Ngai and Jenny Chan. (2012) "Global Capital, the State, and Chinese Workers: The Foxconn Experience." *Modern China*, 38 (4), 383-410.

Case: Cisco Switches in China

7. Employment Relations and HRM in Domestic Private Firms

Thursday, October 18, 2012

Read: Cooke, F.L. (2005) "Employment relations in small commercial businesses in China." *Industrial Relations Journal* 36(1) pp.19–37.

(Optional) Pun, Ngai and Huilin Lu. (2010) "A Culture of Violence: The Labor Subcontracting System and Collective Action by Construction Workers in Post-Socialist China." *The China Journal*, 64 (July), 143-158.

Cooke, F.L. and He Q. (2010) "Corporate social responsibility and HRM in China: a study of textile and apparel enterprises." *Asia Pacific Business Review*, 16 (3), pp. 355-376.

McKenna, S. et al. (2010). "Negotiating, accepting and resisting HRM: a Chinese case study." *International Journal of Human Resource Management*, 21 (6), pp. 851-872.

Case: Management Performance at Haier

8. The Changing Chinese Trade Unions

Thursday, October 25, 2012

Read: Liu, Mingwei. (2010) "Union Organizing in China: Still a Monolithic Labor Movement?" *Industrial and Labor Relations Review*, Vol.64, No.1, pp. 30-52.

Liu Mingwei, Chunyun Li, and Sunghoon Kim. (2011) "The Changing Chinese Trade Unions: A Three Level Analysis." In Shelton Peter, Sunghoon Kim, Yiqiong Li, and Malcolm Warner (eds), *China's Changing Workplace*. London: Routledge, Chapter 15.

Liu, Mingwei and Chunyun Li. (2013) "Environment Pressures, Managerial Industrial Relations Ideologies, and Unionization in Chinese Enterprises." *British Journal of Industrial Relations*, Forthcoming.

(Optional) He, B. and Xie, Y. (2012) "Wal-Mart's Trade Union in China." *Economic and Industrial Democracy*, 33 (3), 421-440.

9. Remaking China's Working Class

Thursday, November 1, 2012

Read: Tomba, Luigi. (2011) "Remaking China's Working Class: *gongren* and *nongmingong*." In Shelton Peter, Sunghoon Kim, Yiqiong Li, and Malcolm Warner (eds), *China's Changing Workplace*. London: Routledge, Chapter 8.

Blecher, M J (2002) 'Hegemony and Workers politics in China' *The China Quarterly*, 170, pp.283-303.

Pun, Ngai and Lu, Huilin, (2010) "Unfinished Proletarianization: Self, Anger and Class Action of the Second Generation of Peasant-Workers in Reform China", *Modern China*, 36 (5), pp. 493-519.

(Optional) Zhang, N. (2011), The impact of *guanxi* networks on the employment relations of rural migrant women in contemporary China. *Industrial Relations Journal*, 42: 580–595.

10. Labor Conflict and Settlement

Thursday, November 8, 2012

Read: Lee, C.K. (2007) Against the law: labor protests in China's rustbelt and sunbelt,

Berkeley: University of California Press Chapter 1.

Chan, C.K. and Pun, N. (2009) "The Making of a New Working Class? A Study of Collective Actions of Migrant Workers in South China", *The China Quarterly*, 198, pp. 287-303.

Liu, Mingwei. (2013) "Conflict Management in China." In William K. Roche, Paul Teague, Alex Colvin (eds) Oxford Handbook of Conflict Management in Organizations. Oxford, UK: Oxford University Press.

(Optional) Su, Y. and He, X. (2010), Street as Courtroom: State Accommodation of Labor Protest in South China. *Law & Society Review*, 44: 157–184.

Case: Auto Industry Strikes in China

Due: Individual Written Case Analysis #2

11. Labor Laws and Enforcement

Thursday, November 15, 2012

Read: Gallagher, Mary (2005) Contagious Capitalism: globalization and the politics of labor in China. Princeton: Princeton University Press. Chapter 5.

Gallagher, Mary and Baohua Dong. (2011) "Legislating Harmony: Labor Law Reform in Contemporary China." In Kuruvilla, S., Lee C.K., and Gallagher M. (eds) *From iron-rice bowl to informalization: markets, state and workers in a changing China*, Ithaca: Cornell University Press, Chapter 3.

Ho, Virginia Harper (2009) "From Contracts to Compliance? An Early Look at Implementation under China's New Labor Legislation." *Columbia Journal of Asian Law*, 23 (1), pp. 35-107.

12. Participation and Collective Bargaining

Tuesday, November 20, 2012

Read: Taylor et al, *Industrial Relations in China*, Chapter 6.

Clarke S, Lee, CH and Li Q (2004) 'Collective Consultation and Industrial Relations in China' *British Journal of Industrial Relations* 42 (2), pp. 235–254.

Chan, A. (2009) Challenges and Possibilities for Democratic Grassroots Union Elections in China. *Labor Studies Journal*, 34 (3): 293-317.

(Optional) Shao, S., Nyland, C. and Zhu, C. J. (2011), Tripartite consultation: an emergent form of governance shaping employment relations in China. *Industrial Relations Journal*, 42: 358–374.

13. Group Presentations

Thursday, November 29, 2012

14. Conclusion and Future Trends

Thursday, December 6, 2012

Read: Liu, Mingwei. (2013) "Employment Relations in China." In Frege, Carala and John Kelly (eds) *Comparative Employment Relations in the Global Political Economy*, London: Routledge.

Friedman, E. and Lee C.K. (2010) "Remaking the World of Chinese Labor: A 30-Year Retrospective." *British Journal of Industrial Relations*, 48 (3), pp. 507-533.

Cooke, Fang Lee. (2012) Human Resource Management in China. Chapter 10.

Individual Written Case Analyses

Assignment 1 – Due Thursday October 4, 2012

Read the case "Asimco: Developing Human Capital in China." Write a short essay (3-4 pages, double spaced) based on the case and what you have learned from this course, answering <u>at least one but no more than three</u> of the following questions:

- What is the management development model at ASIMCO?
- Why has ASIMCO chosen to localize and develop its "New China" managers internally? What are the benefits of pursuing such as strategy, and what are the challenges?
- ASIMCO has developed acceleration pools to identify and develop people with high
 potential. What are the advantages of having such management talent pools? What are
 the limitations of the traditional succession planning system?
- How do acceleration pools work at ASIMCO?
- ASIMCO has a highly centralized, top-down management development system. What are the benefits of such system and how does it compare with a decentralized system?
- How viable is it for ASIMCO to have managers who cannot speak English, especially given its target of generating 50% of its sales from customers outside of China?

Assignment 2 – Thursday, November 8, 2012

Read the case "A Strike in Shanghai." Write a short essay (3-4 pages, double spaced)

answering at least one but no more than three of the following questions:

- What really caused the strike? Was the previous management, particularly Wang Ping, behind the strike?
- What are the Chinese legal regulations and procedures on layoffs? Did the company follow these regulations and procedures?
- What was the role of government in this strike? Why did the government take this approach?
- What was the role of the enterprise union and the city trade union in the strike? Why did they take these roles?
- What do you think of Blom's transition strategy and implementation? What were the problems of Liu and her team in the whole process?
- If you were Jan Byrne, would you suggest Blom to fire Liu and her team? Why or Why not? What other advices would you give to Blom?

Individual Term Paper- Due Thursday December 13, 2012

There is a 12-15 page (double spaced) individual term paper which accounts for 35 points. You can choose any topic related to labor, employment, and HRM in China. You are welcome to discuss your ideas with the instructor.

You need to do original research and use at least two additional academic sources (books or articles) beyond those assigned in class.