

1. Record Nr.	UNINA9910779028703321
Autore	Davies Doug
Titolo	Human resources management in China : cases in HR practice // Doug Davies and Liang Wei ; with contributions from Xie Yuhua and Zhang Xinyan
Pubbl/distr/stampa	Oxford, England ; ; Cambridge, England : , : Chandos Publishing, , 2011 ©2011
ISBN	1-78063-222-3
Edizione	[1st edition]
Descrizione fisica	1 online resource (227 p.)
Collana	Chandos Asian Studies Series: Contemporary Issues and Trends
Altri autori (Persone)	LiangWei (University lecturer) YuhuaXie XinyanZhang
Disciplina	658.300951
Soggetti	Personnel management Personnel management - China
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references at the end of each chapters and index.
Nota di contenuto	Cover; Human Resources Management in China: Cases in HR practice; Copyright; Contents; About the authors; Acknowledgements; List of figures and tables; 1Introduction; Method used; Literature review; Issues discussed in the studies; 2Succession planning in the Chinese subsidiary of a multinational enterprise; Introduction; Literature review; The organisation; The vision; OEO in China; Demographics; Succession planning; Candidate selection; Learning needs; Programme results; The competencies; Measurement of the competencies; What was learnt?; Conclusion; References 3 Staffing issues in a furniture exporting organisation in NingboIntroduction; Literature review; The organisation; The problems; Staff satisfaction; Supply problems; Recruitment of staff; Alternative supplier and delivery problems; Conclusion; References; 4Human resource problems at the US Vehicles motor factory in central China; Introduction; Literature review; The organisation; The problems; Resolution of the problems - conflict management; Training; Compensation and performance; Cross-cultural conflict; Expatriates; Conclusion; References

5 Management and staffing at a start-up regional airlines company; Introduction; Literature review; The organisation; The problems; The solution; The structure; Conclusion; References;

6 Human resource problems during a merger and acquisition; Introduction; Literature review; The organisation; The problems; Mergers and takeovers; Student recruitment issues; Expatriate leadership; Industrial relations issues; Conclusion; References;

7 The compensation system reform of the multi-purpose workgroup in a heat-treatment workshop; Introduction; The organisation; The problems; The solution

The implementation; Conclusion;

8 The balanced scorecard in the Credit Card Association of China; Introduction; Literature review; The organisation; Company mission and responsibilities; The problems; To boost the inter-departmental communication - the horizontal committee system; To align corporate goals with departmental activities - the balanced scorecard; The establishment of a strategy map; Five criteria to evaluate the effectiveness of the measures; Six criteria for screening initiatives; Sample matching grid of initiatives; Conclusion; Appendix: The organisational structure of CCAC

References

9 Staff turnover in a pharmaceutical and healthcare company; Introduction; Literature review; The organisation; The problems; The solution; The results; Conclusion; References;

10 Staff retention in the hotel industry; Introduction; Literature review; The organisation; The problems; Remuneration and motivation; Culture within the hotel; Promotion and retention; Staff turnover; Other incentives; Conclusion; References;

11 Human resource problems in a high-tech business incubator; Introduction; Literature review; The organisation; The problems; The solution; Conclusion; References

12 Staff retention, motivation and commitment at the China Electrical Components organisation

---

### Sommario/riassunto

Aimed at people interested in management and Human Resources in China, this book is a collection of original and researched case studies on a variety of HR issues occurring in Chinese organisations, both privately-owned and part of multi-national enterprises, and how these issues are resolved by management. The impacts of the solutions in the organisations are also discussed. Preceded by a brief review of the Chinese and Western literature on this problem, the case is then presented and concluded by an analysis of the situations and solutions implemented. Based on original resea

---