

# Index

- Abbreviations xii
- ACFTU (*see also* trade unions) 7, 19ff, 34ff, 49ff, 102ff, 283ff, 247ff, 263ff, 281ff
- Acknowledgements xi
- All-China Federation of Trade Unions *see* ACFTU
- All-China Lawyer's Association 12, 265
- Age 120, 130
- American management 185ff
- Americanization 200
- Anglo-American collective bargaining 112
- Asia, East 13, 100
- Asian authority-pattern 45ff
- Asian joint ventures 45ff
- Associational pluralism 11, 263ff
- Authority 120
- Banking 78ff
- Bargaining *see* collective bargaining
- Beijing 11, 144, 170, 245
- Big business, Chinese 5
- Board appointments 154
- Bolsheviks 23
- Breaking the three irons (*pou santie*) 25ff
- Bureaucracy 29
- Case-study enterprises (in Shanghai) 80ff
- Changchun 245
- Chan'ye guanxi* (industrial relations) 17ff
- Chengdu 237, 245
- China, urban 227ff
- Chinese Communist Party (CCP) 20ff, 229, 247
- Chinese employees 185ff, 47ff
- Chinese enterprises 34ff, 57ff, 77ff, 205ff, 247ff
- Chinese industrial relations 15ff, 77ff, 205ff
- Civil society, China's developing 263ff
- Class struggle 104
- Collective bargaining, Chinese 100ff, 107
- Collective consultation 39ff
- Collective contracts (*jiti hetong*) 100ff, 105, 110
- Collective enterprises 29
- Command economy 4
- Compensation (*see also* financial rewards *and* pay) 131ff
- Computers 84
- Commitment 188ff
- Common values 86
- Contextual factors 133
- Contingency model 132ff
- Contributors, notes on xiii
- Corporate training 128
- Corporatism 269ff
- Corruption 255
- Cultural revolution 4, 103
- Culture, Chinese 126, 167ff
- Customer focus 86
- Daguo fan* (eating out of one big pot) 119
- Daiye* (waiting for employment) 25
- Daiwa Bank 98
- Dangan* (personnel file) 28
- Danwei* (*see also* work-unit) 3ff, 185ff, 227ff, 247ff, 228
- Democracy Movement (1989) 248
- Deng Xiaoping x, 3, 24, 25, 100
- Dengist Party-state 37
- Differentials, wage 88, 205ff
- Diffusion, HRM 135
- Education 62ff, 64
- Egalitarianism 120, 130
- Employee commitment 90ff, 185ff

- Employment relations 77ff, 86ff  
 Enterprise law (1988) 39  
 Enterprise reform 27, 78, 227ff, 247  
 Enterprise restructuring 227ff, 229  
 Equity capital 141  
 Equity theories 207ff  
 Establishment method 133  
 Europe, Western 143ff  
 European companies 134  
 Expatriate managers 133ff, 142ff  
  
 Face (*mianzi*) 120  
 Factor analysis 215ff  
 Financial rewards (*see also* pay) 131  
 Finland 136  
 Fixed assets 139  
 Flexibility 77ff  
 French JV 132  
 Full-time officials 92  
  
*Ganbu* (cadre) 25  
 Germany 45  
*Gong* (public mindedness) 19  
*Gonghui* (trade union) (*see also* ACFTU) 20ff  
*Gongren* (working people) 18ff  
 Grievance procedure 92  
 Guangdong Province 46ff  
 Guangzhou 46ff  
 Guilds (*hanghui*) 19  
*Guomindang* (KMT) 17, 23  
  
*Hetong* (contract) 100ff  
 Hierarchy 35  
 Hong Kong 45, 136, 144  
 Housing 62ff  
 Human resource management (HRM) 7, 24, 42, 100ff, 117ff, 119ff, 122, 163ff  
*Hukou* (residence permit) 101  
  
 Individual labour contracts (*geren hetong*) 100ff, 105, 249ff  
 Industrial markets 142  
 Industrial relations, Chinese 15ff, 39ff, 77ff, 92, 100ff, 247ff  
 Insecurity 230  
 Interest groups 263ff  
 International business 117  
  
 International joint ventures 117ff  
 Iron chair (*tie jiaoyi*) 22, 57  
 Iron rice-bowl (*tie fan wan*) 3ff, 6, 21, 57, 119, 227ff  
 Iron wage (*tie gongzi*) 22  
 Issues 140  
  
 Japan 8, 17, 24, 101, 108, 143, 186ff  
 Japanese management 81ff, 96, 185ff  
 Job creation 203  
 Job security 22, 187, 233ff  
 Joint ventures, Sino-foreign 117ff, 139ff, 156ff, 163ff  
*Julebu* (club) 20  
  
 Korea, South 24, 46  
 Key appointments 140ff, 147ff  
 Key positions 159  
  
 Labour insurance 66ff  
 Labour law 26, 51ff, 105ff, 197  
 Labour management relations, Chinese (also industrial relations) 77ff, 82  
 Labour management system, Chinese 18ff  
 Labour market 101, 230ff  
 Labour market services 236ff  
 Language, Chinese industrial relations 17ff  
*Laodong guanxi* (labour relations) 17ff  
*Laogang* (working labourers) 17, 50  
*Laozi guanxi* (labour-capital relations) 17ff  
 Levers of control 160  
 Liberation [1949] (*jiefang*) 20ff  
 Liaoning Province 11  
 Life-time employment *see* iron rice-bowl  
 Likert scale 213  
 Linguistics 15ff  
 Local v. global 117ff  
 Local government 234  
  
 Management ideologies 39ff  
 Managerial implications 197  
 Managerial philosophies 90

- Managerial prerogative 89ff  
 Managerial training 90  
 Managerial workplace 139ff, 161  
 Managers, Chinese 9, 247ff  
 Manchuria 4, 21, 101  
 Manufacturing 80ff  
 Maoist 34, 36, 38, 43, 82  
 Marxism 18, 21  
 Marxist-Leninist 103  
 Mass organizations 104  
 Measurement of competitiveness 84  
 Medical facilities 62ff, 64, 68  
 Microeconomic workplace regulation 105  
 Ministry of Labour and Social Security 72, 104, 231, 233ff  
 Ministry of Foreign Trade and Economic Cooperation (MOFTEC) 117ff  
 Mobilization 104  
 Motivation and pay 10, 205ff  
 Multinationals (MNCs) 9, 117ff
- Needham, J. 19  
 New technology 85  
 Nomenclature 24
- Obligations 269  
 Old-age pensions 66ff, 232ff  
 Open Door 24  
 Origins, Chinese industrial relations 15ff  
 Overseas banks 85ff
- Parent organizations 117  
 Party Secretary 35ff  
 Party-State 52  
 Pay 205ff  
 Pay-for-labour (*anlao fenpei*) 205ff  
 Peasants' Associations 281  
 Pensions *see* old age pensions  
 Pension pools 67ff  
*People's Daily* 29  
 Performance appraisal 129ff  
 Performance feedback 168ff  
 Performance management, standardized 9, 163ff  
 Performance objectives 173  
 Periphery 37
- Personal power of managers 190  
 Personnel department 122ff  
 Personnel management (*renmin guanli*) (*see also* HRM) 113, 118ff, 122  
 Pluralism, associational 11, 263ff  
 Pluralist norms 107, 113  
 Poaching, employee 89  
 Political regime 36  
 Pragmatism 267  
 Privatization 52  
 Probationary period 86  
 Production, labour 35  
 Profitability, enterprise 60  
 Promotion 130  
 Protection, workers' rights 35ff  
 Provision, social 58ff
- Qiyè* (enterprise) 18  
 Quality concerns 84  
 Quality control 83ff  
 Quality responsibility 82  
 Quality, workforce 90  
 Questions, housing 62ff
- Recreation activities 191  
 Recruitment 126  
 Redistributive relationship 36  
 Re-employment centres 65ff, 236ff  
 Regions 274  
 Regulations, labour 44  
*Renli guanli* (personnel management) 28  
*Renli ziyuan guanli* (Human Resource Management) (*see also* HRM) 28  
*Renmin ribao* (*see People's Daily*)
- Sample population 211  
 Seasonal workers 208  
 Safety-net 239ff  
 Selection 88ff, 126  
 Self-employed Labourers' Association 275ff  
 Seniority 119  
 Shanghai 8, 51, 144, 194, 232, 241, 245  
 Shanxi province 257  
 Shekou 48  
 Shenyang 235, 243ff

- Shenzen 46, 48, 51, 78ff  
*Shiye* (unemployment) 26, 65, 230  
 Sichuan Province 206, 253  
 Sick leave 185  
 Social norms 163  
 Social responsibilities 61  
 Social role of Chinese enterprise 57ff  
 Social security 58ff, 227ff, 247ff  
 Social welfare 66ff  
 Socialist market economy 97  
 Soviet model 21, 29, 34, 200  
 Special Economic Zones (SEZs) 25, 26  
 Stalinist-Confucianism 30  
 Standardized performance management 163ff  
 State Council 49  
 State-owned enterprises (SOEs) 57ff, 89ff, 185, 227ff, 247ff  
 Subsidiary managers 166f  
 Surveys, questionnaire 210
- Tables, list vii  
 Taiwan 24, 118, 270  
 Taylorism 27, 82  
 Teamwork 82ff  
 Technology 95  
 Technology transfer 143  
 Theorists, industrial relations 107  
 Third World 77  
 'Three irons' 25ff, 29  
 Tiananmen Square 13, 27, 282  
 Tibet 258  
 Trade unions, Chinese (*see also* ACFTU) 19ff, 34ff, 49ff, 102, 247ff, 263ff, 281ff  
 Training 80, 127f  
 Training institutes 127  
 Tripartitism 48ff  
 Type, company 81
- Unambiguous rules 198  
 Uncertainty 189  
 Unemployment (*see also shiye*) 42, 69, 227ff  
 Unemployment insurance 69  
 Unilateral management rights 199  
 Unionization (*see also* ACFTU) 196
- Unitarist regime 107, 109  
 Unrest and resistance, worker 48ff, 108, 248, 258ff  
 Urban poverty 10  
 United Kingdom 28  
 United States of America 185
- Value-added 60, 78  
 Values 30  
 VIE (Expectancy or Instrumentality theory) 207, 222  
 Vietnam 47
- Wage determination 60, 107  
 Wage haggling 114  
 Wage share 106  
 Wei Jianxing 110  
 Welfare benefits 106  
 Work ethic 35  
 Work organization 96  
 Work relationship 35  
 Work unit *see danwei*  
 Worker and employment system 17ff  
 Workers' states 34  
 Workers' Congresses 27, 39ff, 93ff, 105, 110  
 Workplace reforms 114  
 Workplace relations 34ff, 102ff  
 Workplace stability 111  
 Workplace union 112  
 Work council, European 110  
 World Bank 62
- Xaihai* ('jumping into the sea') 29  
*Xiagang* (laid-off) 65ff, 231ff  
 Xiamen 279  
*Xue tu* (apprentices) 19
- Yizhang zerenshi* (one-man management) 23  
 Yunyong (applications) 16
- Zhang Zuojie 231  
*Zhongghua* (China) 20  
 Zhu Rongji (Premier) 42, 239, 241  
 Zhuhai 48  
*Zhuren* (masters) 5