

## Book Review

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**Human Resource Management in China**, F.L. Cooke (Routledge: London and New York, 2012), Pp. ix+251, ISBN 978-0-415-55380-3: \$27.99, paperback.

Fang Lee Cooke's book *Human Resource Management in China* attempts to provide a better understanding of employment and work in China over the last twenty-five years. The book contains eight chapters, an introduction and conclusion, covering human resource management (HRM) practices among different ownership, certain groups of workers, and genders in contemporary China.

In the broad field of people management, it captures a number of significant topics frequently encountered by Chinese enterprises, foreign investors, and international researchers. Chapter 1 provides an overview of employment relations in China. It shows that the pattern of employment relations have a dramatically change from the past year as the reforms progress but the divergence will remain due to cultural influence and institutional factors. It underscores the role of institutional factors in influencing these changes and how their roles are shaped by the competitive and institutional environments and through the interactions between the actors and the environment. Chapter 2 examines firms' recruitment and staffing strategy at both ends of the labour market, while Chapter 3 focuses on issues related to skill training and learning. Chapter 4 and chapter 5 look at issues on performance management from both

performance appraisal practices and pay equity. It highlights a number of challenges in performance management in China. Chapter 6 explores issues related to workforce diversity in China. It critically assesses the extent to which the western notion of and approach to managing diversity is appropriate in the Chinese context. Chapter 7 and 8 investigate the role of workers' collective representation in the negotiation and fulfilment of employment terms and conditions in China. Chapter 9 assesses the scope and impact of management development in China from both state and private sectors. Chapter 10 concludes the new developments in HRM in China. It demonstrates that its importance has been on the enterprises' agenda. In the meanwhile, the degree of its adoption in the Chinese context has been questioned.

Overall, this is an interesting book and well-constructed. The chapters are full of empirical evidence and statistical data. It would be suitable to a wide audience - academics and practitioners alike, who have an interest in people management in China. It will also appeal to both an undergraduate and a post-graduate audience undertaking courses in management, organisational behaviour, HRM and industrial relations.

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