

## Contents

<i>List of figures</i>	<i>page</i> vi
<i>List of tables</i>	vii
<i>Preface</i>	ix
<i>Acknowledgements</i>	xi
1 Introduction: economic transition, multinational corporations and employment practices at workplace level in China	1
2 MNCs and management space: a framework to study subsidiary HRM	17
3 Doing case studies with mixed research methods	51
4 Multinationals in China: an overview	75
5 Household white goods manufacturing plants: targeting an emerging consumer market	104
6 Synthetic fibre manufacturing plants: developing a regional production base	148
7 Management learning, strategic repositioning and power struggles: dynamics in developing subsidiary HRM	193
8 Conclusion	236
<i>Bibliography</i>	253
<i>Index</i>	280

## *Figures*

4.1 Japanese FDI to Asia	<i>page</i> 79
4.2 Japanese FDI to China	79
4.3 Major sources of FDI to China	81
4.4 Trends in Japanese FDI to China	82
4.5 Industry distribution of Japanese FDI to China	83
4.6 Why Japanese MNCs invest in China	84
4.7 Proportion of EJVs, CJVs and WFOEs of Japanese-invested companies in China	85
4.8 Distribution of Japanese subsidiaries in China	86
4.9 Average annual wages of employees in SOEs, private enterprises and FIEs	98
6.1 Organizational structure of SF-A Co.	163
7.1 Distribution of employees with different HR policies applied	215
7.2 The embedded subsidiaries	223
8.1 Actor-centred approach in understanding subsidiary HRM	239

## Tables

2.1 Typology of control mechanisms	<i>page</i> 27
3.1 Company profiles of the sample cases	64
3.2 Number of informants	67
4.1 FDI and its contribution to China's exports	78
4.2 Employment by enterprise ownership	95
4.3 Average age and average tenure of employees in the subsidiaries of Japanese MNCs	97
6.1 Pay-for-job grade in SF-B Co.	188
7.1 Expatriate managers in the subsidiaries	197
7.2 Job design in the case subsidiaries	207
7.3 Technical HR practices employed by subsidiaries	210
7.4 Differentiation of the subsidiary HRM practices	217