

Recruitment at China Sunwah Bank: Guanxi Versus Talent

Case Study Questions:

As a group and we need to analyze/study the above case study listed on pages 169-173 and write a 13-15 page report that includes: Please follow the APA Style format, however you are allowed to use Times New Roman 11 Font, single space.

- a. Introduction/synopsis
- b. Body which is the answers to the 8 points.
- c. Conclusion
- d. Reference (on a separate page)

A Power Point presentation is also required to be presented to class on March 11 2017.

1. Hemmert found that in South Korea (one of China's near neighbours), relationships had once played a critical role in gaining a job but now candidates' formal education level, the reputation of the educational institutions they graduate from, the applicants' personalities, range of practical skills and foreign language capabilities are being strongly considered in the recruiting process.¹ As an overall tendency, strictly performance oriented criteria, as opposed to personal networks and social ties, now have become increasingly important in the selection process for companies' new employees.

In the China Sunwah Bank case, what evidence is there that non-relationship-based selection criteria and processes are beginning to grow in importance recruitment processes?

2. When Chun, Li and the HR committee sat down to work their way through the remaining 48 candidates to decide who should be recruited, the names of Zhou Zing's candidate, Shi Winnee's daughter, Qin Yong's nephew, Mike Gan's son and his best friend could not be found on the final list of candidates. a) If you were Chun what action would you take with regard to these five candidates and why? Discuss the options and likely outcome. b) If you were part of the recruitment team for a major commercial Western bank, what action would you take with regard to these candidates and why? Discuss the options and likely outcome.
3. Why do you think Zhou called Chun to invite him and his family to meet his family for dinner in an expensive, high standard restaurant in central Dalian when usually they had frequented a noodle restaurant nearer to their home?
4. What should Chun do about the "hong bao" that his former classmate and colleague, Shi, gave him?
5. Identify, analyze and understand the importance of guanxi in recruitment processes at Chinese banks
6. What is the likelihood that guanxi will continue to play a significant role in HR selection in Chinese banks as they adapt to the market economy?
7. a) What are the advantages and disadvantages of granting the Department of Electric Power director's candidate a position? b) Chun found that Gan's son and his son's friend had not even submitted applications: how could this complicate Chun's decision?
8. Develop management skills to satisfy the culturally sensitive Chinese business culture