Welcome Back?

------The Recruitment and Selection Processes of High-tech Companies in China for Returning Chinese Overseas Students

Ruili Wang, Songxue Jiang, Xiao Zhou

Master Thesis

Supervisor:

Sverre Spoelstra

Abstract

Title:	Welcome back? ------The Recruitment and Selection Processes of High-tech Companies in China for Returning Chinese Overseas Students
Seminar date:	June 2nd, 2009
Course:	Masters thesis in Business Administration
	Programme for Managing People, Knowledge and Change
	15 University Credit Points (15 ECTS).
Author:	Ruili Wang, Songxue Jiang, Xiao Zhou
Advisor:	Sverre Spoelstra
Key words:	Recruitment and selection process, returning Chinese overseas students, high-tech companies, financial crisis, culture, Confucianism, Guanxi.
Purpose:	The purpose of this thesis is to provide insight into the recruitment and selection processes of high-tech companies in China and to advice returning Chinese overseas students on these recruitment and selection processes.
Methodology:	We collected empirical data from respondents by using semi-structured interviews for the following qualitative analysis. Interview guide, selection of respondents, conduction of interviews will be presented to show how we organized these eight interviews. In addition, we chose some parts of our interview questions depending on a SWOT analysis.
Theoretical perspectives:	Our theoretical framework is constructed by three main theories, which include culture, recruitent and selection process and job fit theory. They are the basis for carrying on all of the analysis with empirical data in the analysis part.
Empirical foundation:	Our data is based on an overview of companies and /on/ eight interviews. Then, depending on our findings, we carried out an analysis from overseas education, "Guanxi" in Chinese national culture, the recruitment and selection process.
Conclusions:	We conclude the statuses of four processes of recruitment and selection are complicated. We also gave our final suggestions for all of the returning Chinese overseas students, such as keeping close track with major internet recruitment agencies; adapting to traditional Chinese standards of value in corporate cultures; exploiting possible interpersonal contacts to smooth the job application process; paying attention to different emphases of different companies on the applicants' university rankings and related work experience and putting the emphasis on their own separate qualities with regard to different kinds of employers.

Acknowledgments

This thesis is the result of team-work during about ten weeks. Besides authors there are many people gave us precious help, whom we would like to thank most gratefully here.

We would like to, first and foremost, express our appreciation to our supervisor Sverre Spoelstra for his valuable and dedicated guidance for our thesis. His comments and critiques are very helpful for this thesis.

Furthermore, we wish to thank Mohamad Zakaria for his valuable advice for our thesis. And also show our best appreciation for his patience reviewing our draft.

We would like to thank to Marie-Anne Elf and Roland Stedt for they helping us with correcting language.

We express our thankfulness to all of respondents, who are our familiars, for their valuable and honest responses.

Last but not least, we also would like to thank you, the readers, for your attention and interest for our search.

Ruili Wang, Songxue Jiang, Xiao Zhou

Lund, May 2009

Abbreviations

HR   Human resources
ICT   Information and communications technology
IT   Information Technology
MPKC   Managing People, Knowledge and Change

Table of content

1. Introduction

1.1 Background

As one of the major economic powers, China is hit hard by the present international financial crisis. Like in many other countries, job crisis and the increase of the unemployment rate become a hot issue in China, especially in this year of 2009, when the number of local Chinese graduated college students is about 6,110,000 excluding returning overseas students, according to an interview with Weimin Yin, who is the Human Resources and Social Security Minister, made by a journalist of China Youth Daily (China Youth Daily, Mar. 10, 2009). Every year the Chinese government makes policies to solve unemployment problems, but as for this special group of overseas student, it is still a big issue how to help them, as they return, to hunt for a job and how to let them contribute with their knowledge to their motherland.

1.1.1 Returning Chinese overseas students

Returning Chinese overseas students can be seen as a special group in China. Generally speaking, we can divide these students into three categories. The first category consists of Chinese students who go abroad at an early age. Usually, they follow overseas education from secondary school, primary school, or even kindergarten. Due to this reason, these Chinese students are likely to understand western culture and knowledge more deeply and quickly but may also forget their Chinese culture and even become weak in Chinese language. The second category consists of Chinese students who start their western education after they finish a bachelor degree at Chinese Universities. They have typically less than three years of work experience in China or no work experience at all. The majors they choose often focus on technology and/or business. The reason why they follow western education programmes might be to continue their academic education at higher level and get more knowledge to support future jobs. The last category consists of Chinese people who already have much work experience and a high level job in China. Most of them are seeking more professional knowledge in their work area, such as MBA. In this thesis, our research area focuses only on the second category of returning Chinese overseas students who prefer starting their career in China. We also fall within this second category: The three of us have studied Business

Administration Master Program at Lund University of Sweden majoring in Managing People, Knowledge and Change. Soon, we are going back to China and of course will try our best to find jobs just like other international students. Thus, we have decided to write a thesis that is useful for us and for our fellow Chinese students who are in a similar situation like ours. This may help students like us to know the possibilities and constraints in their future job seeking and the particular recruitment and selection process they will have to face. Especially in China, there are increasing numbers of students who choose to go abroad to study. After studying abroad, all of them have to think about how to behave successfully in the recruitment and selection processes to be hired competitively among all of the interviewees. We hope that our study will be useful for Chinese students who will soon have to face the recruitment and selection process of Chinese companies.

1.1.2 High-tech companies

During the writing of this thesis, we have interviewed seven high-tech companies, which can be divided into three categories. Most of their recruitment and selection processes are similar, but every category has different parts. We will find these special parts out in findings chapter and analyze them in analysis chapter.

However, one possible question that may arise by the readers of our thesis is the reason behind choosing high-tech companies as our empirical samples. It is a common phenomenon that more and more returning Chinese overseas students choose to start their career in China after they finish their overseas education. When these students go back to China, in most cases high-tech companies are their favorite kind of companies to work at. There are two explanations for this. On one hand, this depends on the students' major. Most of this category of student prefers choosing technology or business as their major. These technology majors include IT Management, Information System, Wireless Communication, System on a Chip Desire, ICT Management, etc. In high-tech companies, these students usually use their academic knowledge in their work. On the other hand, high-tech companies in China provide higher salaries and particularly IT companies. That is the main reason why graduate students prefer to work at this kind of company and also why we've chosen these companies to be our subject of research cases.

1.1.3　Financial crisis

In 2005, we saw the beginning of a financial downturn movement in the USA, which has now become the worst financial crisis since the Great Depression. It began in the stock market, and then influenced the global economy to a very great extent. And now the economies of the whole world have to face to this serious problem. On the surface, China seems to have a stable society and its economic condition is strong. But in fact China may have been much heavier influenced than many other countries as the near future may show. Generally speaking, export-led growth is definitely broken, as this crisis has put both US and European businesses in a difficult predicament. They can't provide the same demand as before at the moment. In addition, the higher rate of unemployment, lowered value of real estate property, and the withering of confidence of local consumers "break the second leg". All of this make the effects of the crisis worse and make the whole Chinese economy to fall into recession. We show how badly this crisis has been affecting the Chinese economy from the figures below.

Figure 1, 2004-2008 Chinese GDP and Growth Rate
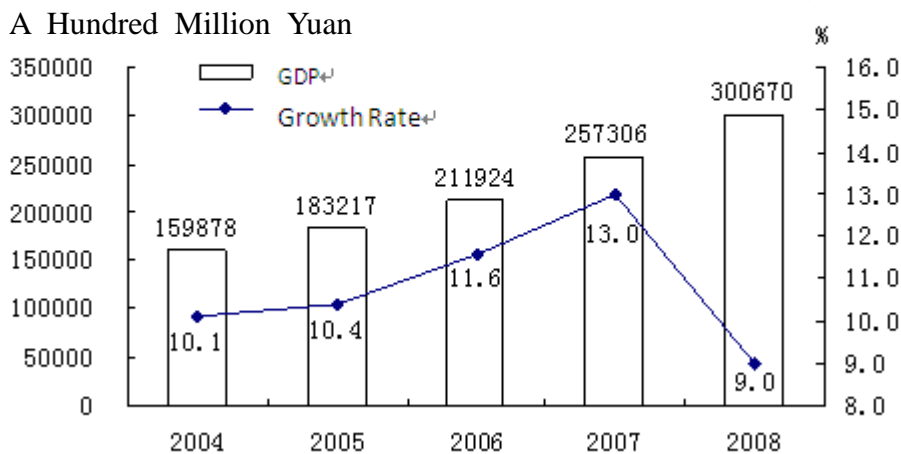
(People's Republic of China National Bureau of Statistics, Feb 26th 2009)

Take unemployment as an example to explain why we say this financial crisis hurts China much more than many other countries, such as the USA and the UK. According to Bureau of Labor Statistics of the USA, the unemployment rate currently shows at 7.2%, which is the

highest one during the last 15 years. (WallStats.com, Jan 22nd 2009). In UK, The number of job vacancies has kept a declining trend by 62,000 compared with one year ago to 608.000 in the three months to September 2008 (Julia Kollewe, Ashley Seager, guardian.co.uk, Oct 15th 2008).

The UK economists believe this difficult economic situation will get even worse (Julia Kollewe, Ashley Seager, guardian.co.uk, Oct 15th 2008). But in the year of 2008, Chinese national survey shows that China's unemployment rate is 9.6%, according to Professor Peilin Li who is director of Chinese Academy of Social Sciences Sociology. Thus, there is no doubt that nowadays China is facing a difficult economic situation. (Ying Li, Mei Han, 2009)

The figure below shows the number of Chinese students studying abroad and how many of them returned from the years of 2001 to 2007.

Person

Year	Number of postgraduates			Number of Students Studying Abroad	Number of Returned Overseas Students
	New Enrollment	Total Enrollment	Graduates		
2001	165197	393256	67809	83973	12243
2002	202611	500980	80841	125179	17945
2003	268925	651260	111091	117307	20152
2004	326286	819896	150777	114682	24726
2005	364831	978610	189728	118515	34987
2006	397925	1104653	255902	134000	42000
2007	418612	1195047	311839	144000	44000

Table1: Chinese Postgraduates and Students Studying Abroad

Source from: National Bureau of Statistics of China (Anonymous, 2009)

From these figures, it is clear what a serious employment situation the returning Chinese overseas students will have to face. Our aim is to give these students more information about the recruitment and selection processes of high-tech companies in order to help them to get more opportunities. Thus, this means the whole research is significant and meaningful during this period of stagnant economy and for potential future economic crisis as well.

1.2 Topic

In this kind of economical environment, the issue of how to get employment is as hot as unemployment situation in every country especially to the new graduates who have less than three years of work experience or no work experience at all. Therefore, we planned to begin with collecting information from seven different high-tech companies about their perception of overseas students in their recruitment and selection process, and then to summarize useful materials that could help returning Chinese overseas students to be successful in the recruitment and selection processes back in China.

1.3 Purpose

Our research purpose is that by describing and analyzing the recruitment and selection processes of high-tech companies in China, this thesis could give newly returning Chinese overseas students information about the recruitment and selection processes and views about how human resource professionals look upon them, in order to let these students get better opportunities to be hired. From this thesis, they would get some information of the practical recruitment and selection processes, in reality from HR perspective. Furthermore, it is also helpful for academic researchers who are interested in the recruitment and selection processes of Chinese high-tech companies.

1.4 Research Question

The research focuses on answering the question as follow:

What kind of recruitment and selection processes of high-tech companies in China do the returning overseas students have to face after they graduate in 2009?

1.5 Method

In methodology part, we will present the subject of this thesis, and in order to answer our research question and to achieve our research objective we planned to use semi-structured interviews to collect enough empirical data from company perspective. In this collecting process, we elaborated an introductory letter and interview guide; selected our respondents; carried on these interviews; and summarized them. Then we described the contents of SWOT analysis and how to use it in our interview question design. In this part we also gave a

structure about all of the interviews, how we deal with our data, the limitations and credibility of the whole thesis.

1.6 Disposition

Chapter 1 Introduction	We present our research background about returning Chinese overseas students, high-tech companies and financial crisis in China. After that, we mentioned our research question about what kind of recruitment and selection processes of high-tech companies in China do the returning Chinese overseas students have to face? And objective which is giving returning Chinese students valued advice for they hunting job in China.
Chapter 2 Methodology	We used semi-structured interview to collect data, and a SWOT analysis guided the direction of some of our research questions. Main methodology in analysis is qualitative method.
Chapter 3 Theory	Culture affects companies' recruitment and selection process. Different companies have similar kind of recruitment and selection process, but they use different evaluation criterions to evaluate candidates.
Chapter 4 Finding	All of empirical data was divided into four themes: recruitment and selection process, financial crisis, culture, Perception from respondents. Besides these companies' culture were mentioned for later analysis.
Chapter 5 Analysis	Empirical data is connected with theories for answering our research question. And from analysis we gave some summaries for our objective.
Chapter 6 Conclusions	In the last chapter, we answered our research question and gave recommendations for returning Chinese overseas students. As well as we gave our suggestions about further research.

2. Methodology

The main aim for this chapter is to present our practical research process about how we chose the topic, set up interview questions, collected the data, carried out analysis, and made conclusions. By doing this we offer readers a clear logical process to critically review our research and to analyze the feasible recommendation of the thesis.

We have chosen to discuss this research question: What kind of recruitment and selection process of high-tech companies in China do returning overseas students need to face after graduating in 2009? There are two reasons for this choice. One is our personal backgrounds as the authors of this thesis. The three of us are from China and studying a Masters Degree in Managing People, Knowledge & Change at Lund University, Sweden. One author is Songxue Jiang, who has a bachelor's degree in International Economics and Trade from Ningbo University, China. Another one is Ruili Wang, whose bachelor's degree is Economics from Tianjin University of Finance and Economics in Tianjin, China, and whose first master's degree is Informatics from Örebro University, Sweden. Before coming to Sweden she had one year's job experience in Management in the Human Resource Department of a Chinese company. The third one is Xiao Zhou, who acquired a bachelor's degree in Business Administration from Hebei University, China, and had two year's work experience in Human Resources Management. Therefore, this topic is related to our educational and job experience, as well as being meaningful to all of the returning overseas students.

The other aspect is the current global financial crisis, which has caused a high level of unemployment and threatened the whole world economics, especially in some economic powers, such as China. So China has to face a big social problem: unemployment is the heaviest burden for the government. What's more, plenty of new graduates are finding it hard to hunt for a job. As Chinese students who will graduate from an overseas university, we are eager to investigate information about the current recruitment and selection process there, as well as to find out how to have more possible success in the whole process. By describing and analyzing the recruitment and selection process of high-tech companies in China, this thesis

could give newly returning overseas Chinese graduates information about hunting for a job in these kinds of companies, in order for them to have more chances to be hired.

2.1 Semi-structured interview

The theme of this thesis is to give newly returning Chinese overseas graduates information about hunting for a job in high-tech companies in China by describing and analyzing the recruitment and selection process of these companies. For this theme, we have to consider almost the whole labor market of China. It is clear that we cannot get information from all of China's high-tech companies. Thus, collecting enough data from samples, which we have chosen and organized by three different categories of high-tech companies, is the top issue for us. That is why we use semi-structured interview, which is a great technique to collect empirical data.

Semi-structured interview created a balance between openness and flexibility of structure. Before we started an interview, we set up a series of questions. During the interview, which took almost the same time for each interviewee, we would never ask each interviewee exactly the same questions in the same order. Instead of that, we could change the order of the questions. Interviewees could give some explanations or leave out questions that might appear to yield more rich data. So, the interviewers' main job was to make the interviewees talk freely and openly, while making sure to get the in-depth basic data to start analysis about our theme. In addition, we set up an introductory letter and interview guide for interviewees from sample companies which we chose. (Semi-structured interview, time and page is unknown）

2.1.1　Construction of the Interview Guide

Based on respondents, an introductory letter and interview guide were made. The introductory letter was to explain our research question, objectives and the purpose of the interview. The introductory letter for companies is in Appendix 1. Appendix 2 shows the interview guide to companies' interviewees. These materials would be sent to interviewees respectively by email before we started our interviews.

Because we chose to use the semi-structured interview, before the interviews we needed to have a framework about our theme. Then we could benefit from making an interview guide prepared in advance, which was an informal "grouping of topics and questions that the interviewer can ask in different ways for different participants" (Lindlof & Taylor, 2002, p.195). The interview guide could help us to focus interviews with respondents on the coming theme without pushing them into a particular form. And it also could help us to more easily control the whole interview process.

Besides this we also consulted a SWOT Analysis model to design some parts of our interview questions. Here the SWOT Analysis is devised by Albert Humphrey in the 1960s-1970s, who worked at Stanford University and led a research project based on the data of Fortune 500 companies. SWOT analysis is a strategic planning method for evaluating the Strengths and Weaknesses, and for examining Opportunities and Threats. The useful area of SWOT analysis is usually to face profit-making companies. It can be very helpful to examine the objectives of a business venture or project by identifying the internal and external factors. But it also can be used in almost every decision-making situation when a desired objective has been defined, for example identifying personal SWOT analysis when some situations that require a decision happen, such as for job-seekers in occupational choice and career planning.

Here we tried to design some parts of our interview questions by this technique. And we let HR employers answer what they thought could be the strengths and weaknesses of interviewees during the recruitment and selection process. As well as what kinds of opportunities and threats the returning overseas graduates have to face. By doing this the returning overseas graduates get opinions and advice from companies' perspectives on their recruitment and selection processes.

The question perspectives included as below:
➢ What kind of interviewees' qualities and behavior can be strengths in the recruitment and selection process from the HR employers' perspective?

➤ What kind of interviewees' qualities and behavior can be weaknesses in the recruitment and selection process from the HR employers' perspective?

➤ What are the opportunities for returning overseas graduates for seeking a job in their companies?

➤ What are the threats the interviewees have to face now? What are the special threats for newly returning overseas graduates?

2.1.2 Selection of respondents

Before we chose the respondents, we applied a structure of selection. In this study we primarily strived to get more information about recruitment and selection processes, as well as to give newly returning overseas graduates advice about how they can have more possibilities to be successful in the companies' recruitments. For the purpose of getting more information from more perspectives and to contribute to the creditability of our conclusions, our respondents list includes interviewees from different aspects of society, for example, there are two respondents who are Human Resource managers in two famous international companies: Google and Oracle. Both of them have abundant experience and opinions about the recruitment of big international companies in China. And another two of interviewees are from famous Chinese companies: Founder Group and Datang Tele Group. Besides these other four respondents in China are from medium-size Chinese local companies: Vimicro Corporation; NSFOCUS Information Technology Co.; and Ltd and Wanji Tech. Co., Ltd. All of the respondents responded to our research question and benefit our objective in different ways. In addition, there are three of them also have overseas study backgrounds.

2.1.3 Conduction of interviews

We asked the interviewees from companies to reply to the email before the interview with them started to make sure that the interview was possible and when they were available. In the introductory letter, we also let them know we planned to record the conversations between us and hoped that they would accept and be natural during the interview. Other information we gave them included how long the interview might be, how we would deal with the recording after finishing our research and so on.

As we described above, all the companies we chose are from Beijing, China. One reason was that it was relatively easy to contact them. Because we used to work for some of them we were more familiar with them, and thus it was easier to get enough information and also the interviewees could have open conversations with us. Another reason is that as the capital of China, Beijing is famous for having the best labor market and more work opportunities than the rest of China. That is why most Chinese overseas graduates will choose Beijing as the place to start their career. Due to these reasons, we contacted some companies which could represent many company styles. We also have had some personal contacts with some of the employees in some of these companies and this helped us in further getting more contacts and thus more companies and interviews.

During preparation of the thesis, one of us went back to China and had interviews with two companies we contacted in advance. However we didn't have interviews in person with any of the other five companies. One reason is that we didn't have enough time. Another reason is that these companies didn't reply to our letter and we were not sure if they were available for the interview during that time. Because of the distance between Sweden and China, we were forced to only conduct telephone interviews with the rest of the companies in focus. We noticed some negative factors when we choose telephone interviews. Such examples were that we could not see interviewees' face and body language also they may not have got the right emotions from us during the interview, etc. Nevertheless we could not ignore the advantages of telephone interviews. First of all, because we talked through telephone, the interviewees could relax more, rather than treating this interview as too serious and miss out much information. Furthermore, it was more comfortable to record the whole conversations. This might be somehow related to Chinese culture of communication when eye to eye contact is rather more difficult than by phone. We all know that if a recording device is put in front of us, we probably will say something more carefully. But through telephone interviews, we don't need to worry about this point. Finally, we could keep in touch with them whenever it was convenient for them. The process of the interviews is as follows: Except for two interviews, which were carried on face to face with interviewees from companies by just one of us but prepared together, we three sat together and participated in all of the other six

interviews by telephone. One of us focused on taking notes and the other two were interviewers. If the one who was in charge of taking notes was interested in particular points, she could also ask directly.

At the beginning of every interview, we first of all introduced the theme of this thesis and then asked them if they minded if we recorded this conversation. In the whole interview process, every interviewee was welcome to say more, such as extra details, their experiences and giving examples, etc. In the below table, we are using artificial names to protect the privacy of the interviewees as we have earlier agreed with them.

2.1.4 Structure of interviews

Table 1: the summary of company interviews

Company	Interviewee	Position	Date	Time	Type of interview	Atmosphere
Wanji Tech	Ellen	Manager in HR Department	April 12th 2009	10.00-11.05	Semi-structured Interview	Serious, open-minded
Oracle	Mary	Manager in HR Department	April 13th 2009	10.00-11.00	Semi-structured interview	Relaxed
NSFOCUS	Anna	Marketing support	April 15th 2009	15.00-16.00	Semi-structured Telephone Interview	Genuine, professional
Vimicro Corporation.	Amy	Manager in HR Department	April 21st 2009	06.30-07.40	Semi-structured telephone interview	Thoughtful, Focused
NSFOCUS	John	Manager in HR Department	April 22nd 2009	10.30-11.45	Semi-structured telephone interview	Thoughtful, confident, focused
Google China	Jane	HR specialist	April 22nd 2009	15.00-16.05	Semi-structured telephone interview	Genuine
Founder Group	Jennifer	HR specialist	April 23rd 2009	12.00-13.00	Semi-structured telephone interview	Calm
Datang Telecom Group	Marlin	HR specialist	April 23rd 2009	14.00-15.00	Semi-structured telephone interview	Relaxed and pure-hearted

2.1.5 Processing of primary data

After each interview, we translated the answer from Chinese into English. Therefore, all of the data has been reproduced based on the interviewees' responses. The recordings were collected in Chinese, since all of interviewees spoke in their mother tongue-Mandarin Chinese. We chose international phone-calling because of the distance between Sweden and China. And we used a recorder to record the whole interviews, so that, in the translation and analysis parts of the study we could always choose to review the interview dialogue. Before we translated the data into English, we devised a main research question structure. All of the sub-structure interview questions were categorized by this structure.

Due to the fact that English is not our native language and it is normal to have some kind of translation gap between Chinese and English, there might be a risk of error in the translation job. This error could possibly affect the accuracy of analysis and subsequent conclusions. But we have decreased the possibility of error in several ways. We used the precise vocabulary related to the subject and it was based on the interviewees' answers. In addition we preferred to use the simple language as well as to check professional dictionaries and books to improve our translation. To give the respondents a chance to correct our translation errors we kept in touch with every interviewee after the interview and sent some of them our translation results in English. After their approval of the content we separated all of the answers into two main parts. One is the information that came from respondents in China, and the other one is from Chinese overseas students who are in Sweden. Furthermore, all of the companies were presented in different categories according to size. Overseas Chinese respondents were separated according to their different majors. Through all of these choices, we strived to give readers a clear structure for the whole thesis.

2.2 Limitation

The limitations in our research study are mainly from two perspectives: objective and subjective aspects.

In the objective aspect, the first limitation of the study is that most of the data in the introduction part was collected before 2009. However, the financial crisis now has greater

impact than before. Therefore, we can't get correct data about the latest employment situation. Another limitation is that we can't deeply analyze every part of the culture effects to HR employees in this master thesis since we decided that it is not our main research focus. As we know, culture is a broad and complicated topic, especially which the Chinese culture has been developed over thousands of years. Because of the space and time limitations, we can't do comprehensive research on culture influence to the recruitment and selection process. The third limitation is that we did not mention the psychology aspect in the recruitment and selection process. But psychology plays a very important role in the whole process. Understanding the interviewers' psychology well enough can help an interviewee to be positive in the whole recruitment and selection process. Unfortunately, we have not done any research into that area. The next limitation is that although the company sample we have chosen has covered most kinds of companies in China, there are still some other kinds of companies which were not included, such as the small-size Chinese local companies. And we chose just two or three companies as being the samples to represent the general situation from all of the companies in the same category so it was easy to neglect the special cases in particular companies. Another important limitation is the creditability of the responses. Our research area is about the companies' recruitment and selection process. This topic can be sensitive to some companies, because it relates to the whole companies' strategies. Therefore there is some doubt about if the respondents' answers really embody the real companies' HR strategies or if the respondents ignored some really important parts from their strategies. The last limitation is in the way we carried out sub-structure interview. Because of the geographical problem between Sweden and China, we had to choose ICT to carry out most of the interviews. Therefore we could not communicate with interviewees face to face and lost the information from nonlinguistic body movements, such as gestures and facial expressions. Some of these were also important to our information collected.

From a subjective aspect, the first limitation is that all of us are Chinese. Our thinking and evaluating method is based on the same culture. Thus some parts of the data understanding and analysis may not be broad or objective enough, but we have done our best to minimize such effects by working together to interpret the same sentence. The other limitation is that

English is not our first language. Thereby our thesis may have some language problems additional to the fact that the data translation from Chinese to English is difficult to be entirely uniform.

2.3 Credibility

In qualitative research, the biggest problem is the credibility of qualitative data. It is difficult to make sure respondents tell the truth. For improving credibility of the responds, we chose the companies, which we have some relationship with. And the respondents are our familiars. For example, Jane, Mary, Jennifer, Marlin, Anna is our friends and John is a relative of one of us. We also use our formal colleague, such as the one work for Wanji Tech. All of these supported credibility of our data.

2.4 Conclusion

We collected abundant data from our interviewees by semi-structured interview. All of the interviewees are our familiars, which is benefitting the credibility of our data. Some interview questions were made in terms of a SWOT analysis. For empirical data of interviews, we chose qualitative method to analyze. Besides all of these, there are some limitations in our thesis were mentioned.

3. Theoretical background

This chapter discusses the relevant theories our thesis is based on. Such theories are, for example, theories related to culture, recruitment and selection process and job fit theory. Our aim of this chapter is to improve the readers' understanding of the area we are discussing and also to supply theory basis to our research. All these theories will be useful to organize the analysis frame and be debated and reflected in all of the interviews with the companies in analysis chapter.

Here we chose culture, recruitment and selection process, and job fit being our main important theories. The main reason is these theories are aiming to answer our research question. Recruitment and selection process is the principal part in the whole research. And culture is underlying factor for them carrying on recruitment and selection. As well as job fit theory is the main evaluation tool for recruiter choosing candidates.

3.1 Culture

Companies' recruitment and selection strategies connect closely with cultural factor. All of our research was operated in companies in China. Therefore Chinese national culture is an invisible and strong factor for affecting their recruitment and selection process.

3.1.1 Definition of Culture

Our research is based on Chinese common culture, which is important to all of the responses from our interviewees. Hence culture acts an invisible but significant role. As a start point, we should know what culture is. Many scholars gave different definitions from various aspects. However, some of them are very similar. One is very famous scholar who describes that culture is seen as the "software of the mind" (Hofstede Geert, 1994). Also relevant is the definition from Trompenaars Fons (1994, pp. 3) who mentions that culture is "the shared ways in which groups of people understand and interpret the world". Besides the above mentioned ones, this is another similar one from Edgar Schein (1992): "culture as a pattern of shared basic assumptions that the group learned as it solves its problem of external adaptation and internal integration."

Especially according to Alvesson and Sveningsson:

> When talking about culture we are usually think of people sharing something, whether this sharing refers to traditions of doing and thinking in particular ways or systems of meanings or basic assumptions governing people in certain directions. (Alvesson and Sveningsson, 2008, p. 36)

From these definitions, we can conclude that culture is shared by people from the same group. Therefore the HR recruitment and selection strategy always bases their recruitment on the same company culture to employ more people.

On the other hand, in different companies, HR recruitment and selection strategies change depending on culture's differences. Some scholars' definitions support this. Hofstede (2001, p.9) wrote that "culture was defined as the collective programming of the mind that distinguishes the members of one group from another". A similar definition is given from other scholar as "culture as the values, belief and assumption learned in early childhood that distinguishes one group of people from another." (Beck and Moore,1985). Therefore, people in the same group or company normally share the similar culture.

In the contrary, people from different groups or companies have different cultures. Basing on different cultural background, they may have different understandings, values, and opinions. Therefore they have different kinds of recruitment values. As Hofstede (2001, p.10) explained, "......culture in this sense includes values; systems of values are a core element of culture". And Tse (1998) thought that the culture can been seen as an "onion", the core of it represents the view and the layers like people's behavior from culture. Hence, Mueller and Thomas (2001, pp. 52-57) accepted that culture shape people's "personality traits and behaviors". We agree about its vivid metaphor, and we think it is one of the significant basics for interviewers doing the recruitments and selecting people in China.

From all of these we can deduce that culture:

      1) can be learned.

      2) is the basic assumptions of a group of people.

      3) is different from people in different groups.

      4) is shown from people's response to the problem (real life).

Culture is like an invisible hand to guide interviewers carrying on recruitment ans selection process and evaluating people. One question may be raised here: What are the different kinds of culture that may have affects on people? The first one should be the national culture.

3.1.2   National culture

Every country has its own national culture, which leads local people ways of thinking, decision taking, and value perception. Fukuyama writes "Culture is inherited ethical habit…. The most important habits that make up cultures have little to do with how one eats one's food or combs one's hair but with the ethical codes by which societies regulate behavior" (Fukuyama, 1995, pp.34–35). Thereby different countries have different social behaviors. People have the similar national culture like sharing the same kinds of beliefs, which influence people's value and actions (Albrow 1990; Weber 1946, pp. 169-224, 1947). Therefore in the same country, people's value and the way they make decisions have similarities even in different kinds of companies. This point is very important for interviewees knowing before they try to get involved in recruitment and selection process. Understanding the same basic national culture of interviewers is a key that helps to open the recruitment doors as Fig.2. National culture and career concepts decision styles affect Individual recruitment decision
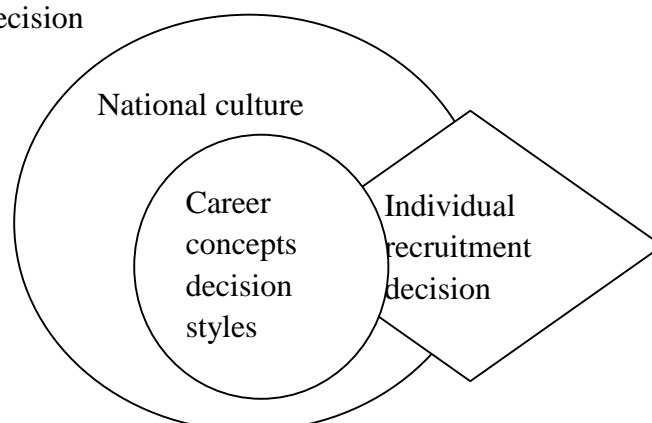
Fig.2. Relationship between national culture and recruitment decision making

Since national culture differs in theory and practice, according to Francis Harvey (1997, pp. 133-134), national culture has some dimensions from Hofstede's:

• "*uncertainty avoidance*: the extent to which future possibilities are defended against or accepted"—national culture is changing with the new coming culture and other reasons;

• "*Power distance*: is defined as the degree of inequality of power between a person at a higher level and a person at a lower level". In HR recruitment process, interviewers are in a higher position than interviewees because they make the final decision if the interviewees are allowed to work in the companies or not;

• "*Individualism* is the relative importance of individual goals compared with group or collective goals". The interviewer makes the decision in a recruitment and selection process not just depending on his/her individual opinion, but it is more important for connecting it with the whole company goal and national culture. Thereby, if interviewees understand well the national culture, it is more possible for them to join in the company.

In china, national culture has developed throughout a long history. People's value is related to it very closely. All of the international companies have been affected by it very deeply to be able to function successfully in the Chinese market. So even in their companies' recruitment and selection strategies, this kind of national culture affects employees to find suitable people in their companies in China. In China, people would like to make Guanxi (in Chinese means relationship) being an underlying element for conditions of employment. Many people in China use personal relationship to be employed at the companies that they prefer to work at. Furthermore, sometime this kind of condition is more important than other recruitment and selection elements. Even it looks irrational, reasonless and immature in recruitment and selection strategies, it is plays an important role for choosing candidates among thousands of applicants. Guanxi is very important in Chinese culture. Every employer needs good business relationship with other companies outside and employees inside to develop his/her business. So "a close *guanxi* can facilitate the management development process in the organization and can create ties and loyalty between employers and employees"(Gouzhen Zhou, 2006, pp. 38) Hence, as he mentioned later, some children and relatives of the existing employees and business partners get preferential choice to be successful through the recruitment process.

From our opinions, even though this kind of relationship plays a less important role in recruitment now, it still exists in getting an employment. In international companies in China, most of the people in the HR department are mostly Chinese. Therefore, this kind of nepotism exits there.

Comparing with it was before, it is much less important because so many people have relationship in China. Even depending on Guanxi, employees are still in need to competitiveness with other interviewees who also have Guanxi in the same recruitment. A survey revealed that about 20 percentage of new graduates hunting jobs through Guanxi (51job.com).

But tough business competition among companies pushes the employers to have to choose the right people with strong ability instead of the one just have Guanxi. Therefore, every interviewee must have a strong personal qualification for the job and then the Guanxi like a roll booster for interviewees being successful through recruitment. During the financial crisis, unemployment is much worse than before. A good Guanxi might help employees to know more job information and get more choices to hunt for suitable positions.

What is more, Chinese recruiters are very sensitive about people's behavior and they prefer the people have national Confucian tradition and unobtrusive characters. This part is from Chinese culture about golden mean. Here the golden mean doesn't mean "mathematical construct" (anonymous, and year is unknown) but also means people believe the best choice is the people have a suitable behavior without showing too much or too less though the recruitment. The national culture is definitely clear in the state-owned companies. But in exclusively foreign-owned enterprises and joint venture companies, the national culture is mixed with foreign culture to form a cross-culture. This cross guides the HR strategy for selecting people.

3.1.3   Cross-culture

As we mentioned before, national culture is changed by both outside and inside reasons. With the reform and opening up government policies, Chinese national culture is becoming a multi-culture (Kinnvall, 1995, p.272). The author mentioned that "Chinese people are discarding socialism for capitalism and that they are trading in traditional culture for a Western style of life". We don't agree with that because many business rules in Chinese are formed on socialistic basics. Therefore, cross-culture exits in all of the exclusively foreign-owned enterprises even joint venture. At the same time, the Chinese return oversea students have the cross-culture as well during the study experience abroad.
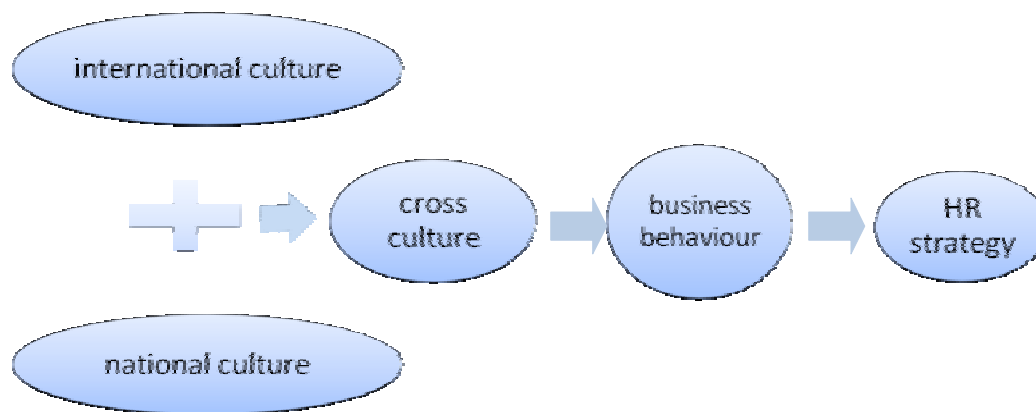
Fig. 3

From Jean-Clause Usunier (1996.): "Cross-culture is approach analyses the contrast in different national culture." Such as in Fig.3 the cross-cultural interaction affects interviewers' selecting decision. There are three theories about cross-cultural interaction:
The first one is

> Convergence theory suggests that industrialization and technological advances
> are pivotal factors in changes of values at work. Countries that undergo both
> changes will experience similar changes in their business environments.
> Frequent interactions via business dealings promote the adoption of a set of
> commonly accepted business behaviors and conducts despite differences in the
> managers' cultural backgrounds. (Wong Yim-Yu et al., 2008, pp. 2)

The second one is

Divergence theory which holds that uniqueness in each culture deeply affects individuals and those differences among managers of different national or ethnic backgrounds will be reflected in their interactions. (ibid, pp. 2)

And the third one is

Crossvergence theory, a recent development, which proposes that the interdependence and integration of societies and economies allows the growth of a new, unique value system that, is different from any of the previously established cultures. (ibid, pp. 2)

From our views, all of these three exit within companies in China. During our research study, we will show them in different kind of companies. Besides this, after the abroad study, return students have new cross-culture by themselves. Does that mean they have more advantages to survival in the cross-culture companies? We will find the answer later in the analysis part.

3.2 Recruitment and selection process

Recruitment and selection are very important to the corporate development. Effective ways in these processes in practice will help the company find the suitable employees. In addition, knowing recruitment and selection process can help candidates understand the situation better in order to perform on their real competent level.

3.2.1   Recruitment and selection process overview

Dickie, C. and Dickie, L (2005, pp.1-12) defined that recruitment is the process to attract applicants and inspire their interest for the company and job position. In recruitment process, the high quantity and quality of application are equally important. Recruitment is a good opportunity for the candidates to understand the selection process in the following step. Selection requirements, such as required competency, as well as career development will be informed in this process. What kind of requirements could be required are depending the company's higher level strategy.

Breaugh and Starke (1998, pp. 4-6) discussed about three foundations of recruitment process. They are: attracting applicants, keeping applicants' interest and effect applicant positive decisions. In order to attract applicants, recruiter should know the answer of the following questions, like "What type of individual does the organization want to recruit?" and "where should the organization recruit?"

Dickie, C. and Dickie, L. (2005, pp. 1-12) also argued that in selection process, HR professionals or similar professionals and people in higher management level are supposed to take the responsibility to evaluate people. They select numerous candidates from all the applicants to find out the best matching people who fit for the job position and the company. In this process, the qualifications of the candidates must be evaluated very carefully and comprehensively.

3.2.2   The Steps in Recruitment and Selection

Sue Newell (in Leopold, J. et al, 2005, pp. 141-142) described recruitment and selection process in a systematic way. The aim of the process is to find the proper candidates to the particular jobs. It usually includes the following steps: 1) Identify the job: what the candidates should do after they get the job; 2) Identify the ideal candidates: who would possess of the competencies to fulfill the job position; 3) Draw fine applicants attention: apply effective ways; 4) Appraise applicants: apply appraisal tools which could differentiate according to their various examinations; 5) Choose decision: select people who are more matched with job; 6) Evaluation: evaluate people competency while they are doing the job in practice and make a decision whether appraisal tools and the examinations can reflect the real capacity of the candidates. Sue Newell (in Leopold, J. et al, 2005, p. 142)

Generally, this approach is that the companies define the job tasks according to their demands, using the systematical tools to select the job-person matching people.

Sue Newell (in Leopold, J. et al, 2005, pp. 142-144) also argued that systematic approach is not a perfect way in reality because it is more focused on the "job". Job is always identified by several discrete missions and responsibilities. The so-called competency of the candidates

is based on the job. In addition, the assessment of people and jobs can't be objective during recruitment and selection. Furthermore, the systematic approach also ignores the changing between companies, jobs and employees. Since the companies are not static, the job identification is changing in the whole environment as well as requiring updating competency. So, the job expectations need flexibility. Meanwhile, candidates are changing because of learning from the job. Addition, Sue Newell (in Leopold, J. et al, 2005, pp. 144-146) argued that processual approach, as another way of selection, can be seen as "a process of exchange or negotiation between two parties, the employing organization and the potential recruit". This approach emphasizes the information exchange and between each other. Both of the companies and candidates have to know what the other party requires and what the other party need in order to find the resonance. In addition, instead of a static state, processual approach is more dynamics since the company and candidates are changing to some extent after communication.

Nowadays, systematical approach is still the mainstream in the research field. Some other researchers did further research in every specific step in above steps.

1) Job position, job description and job responsibility;
Companies recruit people according to their human resource strategy,

Usually, companies need new people work there, then they are planning to recruit people. Breaugh, J.A. and Starke, M., (2000, p. 407) stated that generating recruitment objectives (job positions) is depending on the strategy development. In a well planed recruitment strategy, the core questions is that, what kind of people do the companies intend to recruit, such as what knowledge, skill and abilities should the candidates possess? Do the companies need diversified candidates? The details of requirement can see following content in Requirement of Theoretical background.

2) Recruitment channels;
Dickie, C. and Dickie, L. (2005, pp. 1-12) summarized kinds of recruitment channels. Among them, recruitment within the company, advertisement, recruitment agencies are quite often used in common companies. Sometimes, job vacancy is prepared for inside staff since they

have deeper understanding of the organization and the job, as well as the recruitment cost could be cheaper. Advertisement in newspaper is a traditional way to deliver the job recruitment information. But nowadays, companies prefer to use internet to send job information, such as on the homepage of the company, or some other famous job website. Furthermore, some companies hire recruitment agencies with professional skills to help them find the right person.

3) Resume screening;

Resume is the first communication chance between companies and job applicants in the selection process. A reasonable screening process will benefit both companies and applicants.

Dennis, C.A（year unknown）, discussed some aspects would be evaluate during the screening, for example, the writing structure and the language represented. He also identified the best way when graduates apply a job. There are two types of resume, functional and chronological. The evaluation standard should consider about the applicants' educational background, work experience, and relevant events.

4) Interview and Test.

Interview is the most frequently used by many companies for selection.

Arvey Richard D. and Campion James E. (1982, p. 286) think interviews should be instrumental for the evaluation of the candidates, for example, the inter-personal communication, personality and motivations. Arvey and Campion (1982, pp. 282-283) also argued that candidates could make an influence on HR professionals' perceptions and their evaluation consequence. Furthermore, HR professionals' subjective views also affect the evaluation process. The material showed in the CVs would shape the expectation of the interviews in the interview. It is important that evaluating the relevant traits of candidates with a standardized interview system.

Keenan A. (insist that candidates belief in the validity of the interviews as a technique would effect their reaction to the interviews. Their attitude (like and dislike) can affect each other. On the other hand, others took critical point of view about the validity of interview. Karen

Fleetfoot argued the validity of the interview - the measure of the degree to which the test predicts job success. Good selection doesn't depend only on quality information, but on the quality of the interpretation. In the interview, the interviewer looks at the background of the applicant, analyzes the applicant's responses during the interview and makes judgments about the behavior of the applicant. The interviewer needs to recognize that everyone perceives things in different ways. Furthermore, interview perceptions are based on the interviewer's life experiences, goals, needs and values, and thus can affect the judgment of the applicant.

Companies not only use interviews to evaluate candidates, they also use other tests to assess them in a more comprehensive way, such as personality tests, job knowledge tests and so on.

Although personality test is applied by many companies, some scholars critical about this kind of tests. Several potential problems associated with the use of personality tests have always been discussed and this gives rise to some questioning of the use of personality testing in job recruitment. Caruth Donald L and Caruth Gail D (2009) mentioned the pitfalls of personality testing, they are: "Validity", "Reliability", "Lack of Job Relatedness" and "Discrimination. Since different interpretations or assessments of personality are interpreted by different interviewers, the validity of personality tests appears questionable. It is learned that personality tests are usually be learned so outside factors such as retaking the tests will affect the score of the tests. As a result, personality tests are considered to stand not that well in concerns of reliability. Furthermore, the personalities which are intended to be tested in a personality test may turn out to be not that closely related to specific requirement of a job. Although it is true that certain personality types are more suited for some types of jobs, a wide variety of personality types may be found within any occupation or job category. So the assertion that a single personality type is the most appropriate type for a particular job is a gross oversimplification at best. Another frequently discussed drawback of personality tests is that sometime personality tests tend to classify people from different racial, ethnic, or national origin backgrounds and this imposes discriminations on interviewees, either in an explicit or implicit way.

Job knowledge test as an alternative of tests is researched by Yancey George, B and Austin Mary. R. (2000, pp. 14-15). They defined that Job knowledge tests evaluate a person's knowledge about certain aspects of a job. They yield a convincing proof of a job candidate's current mastery of a job in knowledge and experience. It is consensus that if job knowledge tests are carefully organized, they can give valid result about both the job candidates' current work ability and potential work ability in the future.

3.3 Job Fit Theory

Hiring people to a company plays a critical role because human resources always can be seen as the most valuable and unique asset. (Fred Pamenter, 1999, pp.61) Thus, how to evaluate candidates in organizational recruitment and selection process is the main procedure of Human Resources Department. In this thesis, we discuss what kind of recruitment and selection process of high-tech companies in China the returning Chinese overseas students need to face after their graduation in 2009. It is no doubt that the theory or technique human resource professionals use is our focus. Now let us talk about "Job Fit Theory" which is the common theory when a company assesses and hires people.

According to Amy L. Kristof-Brown (1997, pp.4), human resources professionals try to hire candidates who are "just right" to their company, during recruitment and selection process. But how to judge who the "just right" person is depends on human resources professionals' perceptions of every candidate's person-job (P-J) and person-organization (P-O) fit.

There is another description from Glenn L. Starks (2007, p.61). Every person has particular dispositions, knowledge, abilities and experiences. These particular characteristics decide the categories of jobs and organizations which certain people are fit for. Thus, jobs and organizations which have similar characteristics consistent with certain people's characteristics create a fit that attracts these certain people. Starks (2007, p.61) believed that "Job Fit Theory" can be divided into two levels of job fit. The first level can be seen as a technique of accord between the knowledge, skills, and abilities of certain people and the duties or requirements of a particular job (Person-Job fit). The second level is to assess the

accord between the needs, interests, values of certain people and organizational culture, value (Person-Organization fit). Starks (2007, p.61)

We agree with Starks and believe that these two levels of job fit theory can not be separated in the present recruitment and selection process of a company. Just using one of them to evaluate candidates is not good enough. The more appropriate way to find the "just right" person is to assess candidates by testing both Person-Job and Person-Organization fit, which means to compare candidates' knowledge, skills, abilities, needs, interests and values with duties of job and organizational culture, value. If the candidate matches all of these requirements, then this candidate may the "the right" person to this job position of the organization.

3.3.1 Person-Job fit and Person-Organization fit

In recruitment and selection process, the most important issue is to evaluate candidates' knowledge, skills and abilities match a certain position or not. As Berrin Erdogan and Talya N. Bauer (2005, pp.863-864) said,

> "Person–Job fit refers to the convergence between job demands and employee capabilities (Edwards, 1991). Person–Job fit is different from Person–Organization fit (Kristof, 1996; Lauver & Kristof-Brown, 2001) because it specifically focuses on the match between job requirements and individual skills and knowledge." (Berrin Erdogan, Talya N. Bauer, 2005, pp.863-864)

The definition of Person-Organization fit is as follows:

> The compatibility between people and organizations that occurs when: 1) at least one entity provides what the other needs, or 2) they share similar fundamental characteristics, or 3) both. (Kristof, 1996, pp.4-5)

Person-Organization fit becomes more important based on Person-Job fit in organizational selection process. There are two reasons to explain why it is more important. First of all,

because Person-Organization fit is seen as the accord between the values, culture of organizations and the values, needs, interests of people. So it is so important and has been used in a lot of organizational issues such as job choice, employee self-assessment, and employee turnover (Cable, Daniel Merle, 1995, p.13). And the relationship between Person-Organization fit, job satisfaction and organizational commitment is positive.

Secondly, "Schneider's (1987) attraction-selection-attrition (ASA) model shows that the behaviors, structures, and processes of organizations may be explained through Person-Organization fit. And this model suggests that job seekers will be attracted to organizations with values and goals similar to their own, that organizational recruiters will seek to hire applicants with values and goals similar to their organization's and that lack of value and goal congruence between employees and organizations will result in those employees leaving the organization." (Cable, Daniel Merle, 1995, pp. 13-14)

3.3.2 Requirement

According to Xiang Fang, Sooun Lee, Seokha Koh (2006, pp. 58-60) and Jessica Ivy Peacock (2005, pp. 23-32), there are knowledge, skills and other characteristics which usually companies expect candidates to have. Knowledge is among the priority. It includes professional knowledge and organizational knowledge which has specific business functional areas, specific business organizations, specific industries and general business environment, etc. The other important factor the candidate is expected to have is the skills including interpersonal skills, team skills, communication skills, and personal skills which includes creative thinking skills, critical thinking skills, personal motivation and learning skill. Furthermore, experience would be assessed from two angles, which are the study abroad experience and the work experience. Finally, other characteristics include self-assessment, hardworking, stability and others which related to corporate culture. By understanding these common requirements which company perspective expects their employees to have, we can tell that the human resource professionals use and which aspects they think about their candidates.

3.4 Conclusion

Culture affects people's value and behavior, as well as people in the same group always have the similar value. Therefore companies' recruitment and selection processes in China always have been affected by Chinese national culture. Recruitment and selection processes in different companies are similar. However, depending on job fit theory, which includes person-job fit and person-organization theories, evaluation criterions are different to different companies. In next chapter, we summarized all of the important and related findings for later analysis.

4. Findings

In this chapter, we present our findings of the seven Chinese companies which we have chosen to be our research samples. After interviewing with employees who work for those companies and investigating information from website of these companies, we summarize four themes which are related to our research question. These are corporate culture, recruitment and selection process, views of how human resources managers see return Chinese overseas students and their advice.

4.1 Overview of Companies and interviewees

Google was established by Larry Page and Sergey Brin in 1998, in America. Google's main product is Internet search, Gmail, Internet map, Video sharing and so on. The main revenue is earned from the related technology advertisement. This company developed through product research and development, merging and partnerships. Positive employees' relationship is one of the most important resources. In 2009, Google employed 20,164 full-time employees. They provide perfect work environment and recruited plenty of MBA students. In 2007 and 2008, Google wined rewards as top 100 companies to work in. We interviewed Jane on April 2009. She is working in Google China for two years as a HR recruiter assistant. (Google company web-site, page is unknown)

Oracle Company was established in 1977, doing business in managing information. Its headquarters are in Redwood Shores. Oracle provides problem solutions for customers, such as information management, tools of using information, and how to information share. Oracle is one of the biggest software companies, supplying service for business intelligence, applications and collaboration. Now there are 55,000 employees working there, ranked as the second largest software company in the world. Mary had a face to face interview with one of us in April 13th. She is Manager in HR Department of Oracle China. She has almost nine years work experience in Human Resource Management and she used to work for Novartis China, BEA, etc. Her duties in recruitment and selection part mainly hire people who work in Marketing Department and Research & Development Department. (Oracle company web-site,

page is unknown)

Founder Company was established by Peking University in 1986. Now, Founder Company becomes a leader position in China's IT industry. Founder has been keeping sustainable technology innovations and development. Founder has nearly 30,000 employees. Their product s is ranging from software and hardware, like Chinese and Japanese typesetting, digital rights, internet government as well as PC, peripheral, IC Chips and so on. Jennifer is a HR specialist in Founder Group and has educational background in Sweden. We talked through phone in April 23rd. (Founder company web-site, page is unknown)

Datang Telecom Technology is a high-tech company as a leading domestic company in information industry, established in Beijing in 1998. Datang Telecom is doing business in Microelectronics, software, communication access, communication application and service. In 2002, it was rewarded as one of "Chinese Highly Respected Top 50 Enterprises". In 2003, Datang won "the top 10 most popular companies by college students" and "The most attractive company" at the "China HR" website. In 2006, Datang Tele Group was elected as a Technology Center which takes Preferential Policy of China, sponsored by National Development and Reform Commission and other important Chinese government ministries. Datang's products and service spread 30 provinces in China. Meanwhile, it opened overseas market, such as Mid-Asia, Southeast Asia, Europe and America. We interviewed her in April 23rd. Marlin, who is a HR specialist working for Datang Telecom Group, used to be an overseas student from England. (Datang Telecom Group web-site, page is unknown)

Founded in April 2000, NSFOCUS Information Technology Co., Ltd. is one of the earliest hi-tech enterprises in China. NSFOCUS is dedicated to network security, by providing solution for customers' security vulnerabilities. Service provided by NSFOCUS covers a wide range from anomaly traffic analysis, detection and sanitization, security vulnerability detection technique, security product bug and detection, to worm and virus prevention. Products of NSFOCUS include network security products including Network Intrusion Detection System/Prevention System, security audit system and content security gateway, Remote Security Assessment System, Anti-DoS System, Anomaly Detection System, Intranet Security

Management System, and security solutions for various applications in government, telecom network, finance, power supply and Internet. The major customers of NSFOCUS include Microsoft, Sun, Cisco, as well Chinese government service. John is HR manager in NSFOCUS. We interviewed him in April 22nd, 2009. He has been working in NSFOCUS since it was founded, with nine years experience. (NSFOCUS company web-site, page is unknown)

Vimicro Corporation, IPO on the Nasdaq Security Market on November 15th, 2005, was cofounded in 1999 at Zhongguancun, Beijing by several entrepreneurs from Silicon Valley. Vimicro's major products concentrate on advanced mixed-signal multimedia chips, which are widely used in computer, broadband, mobile communication, and consumer electronics in many international companies around the world. Vimicro's major business partners encompass China Telecom, China Netcom, China Mobile, China Unicom, and Microsoft, National Development and Reform Commission, Ministry of Information Industry, Ministry of Science and Technology, and Ministry of Commerce. Amy, who is a manager of Human Resource Department in Vimicro, has worked in Vimicro 6 years. We had an interview with her on April 21st, 2009. (Vimicro company web-site, page is unknown)

Beijing Wanji Technology Limited Corporation was founded in Beijing in 1994. Wanji Tech is doing business in Transportation Information Technology System field. It has been contributing in R&D, products marketing and system application in Hi-tech enterprises. It developed the dynamic weighting system for speedway, video monitor and short distance information systems. Wanji's products are sold in national wide. It established 4 branches companies and 20 service centres in China. One of us met Ellen on April 12th, 2009 and she is now the manager of HR Department in Wanji Tech. LLC. She has13 years work experience and got a MBA in Renmin University of China. (Beijing Wanji Technology Limited Corporation web-site, page is unknown)

4.2 Recruitment and selection process

In this part, we got the information about recruitment and selection process from interviewing

HR professionals from seven high-tech companies in China, which contain three categories of companies: international famous companies, big-size companies and medium-size companies. Because we divided recruitment and selection process into four steps and each category of companies has different process in recruitment and selection, so we presented this part by describing these four steps and in every procedure the differences of each category of companies would be written by using data from our respondents.

The four steps are:

1) Job position, job description and job requirement;

2) Recruitment Channels;

3) Screen CVs;

4) Interview and Tests.

4.2.1 Job position, job description and job requirement

In General, these three categories of companies are doing the same work in this step, such as their recruitments all have clear goals for enrolling people for specific positions. The difference between them are that they numbers of vacant jobs are different and the big companies need recruitment quite often. But, medium-size companies recruitment quite few, especially in support work positions, such as Human Resource Management Department, John NSFOCUS said that, "…but we hire Human Resource employees every 2-3 years".

In International Famous Companies, Jane (Google) said that Google have specific job description for the every position. They recruit and select new employees according to job description. Further Sai also gave such job position advice for returning overseas students that some positions need to be communicated with foreign business boss, carry on management or organize files in English, so we need people are good at English. And Mary (Oracle) said that, "job position should have its own requirement." In Oracle it is important for HR to recruit according to the job position and job requirement to find the most matching candidates with comprehensive competency. Mary also said that R&D department is the main department in IT companies… In job positions at the R&D department, candidate who apply for some specific positions, like, engineers, need to master strong computer science knowledge

background and practical skills. "It is impossible for common people without relevant knowledge to fulfill that job task" She mentioned.

In big size Chinese Companies, Marlin (Datang) told us that Datang find people according to the job need and it is almost sure that they won't find people first, and then give them vacant positions." Jennifer (Founder) said that they create vacant job positions according to their human resource strategy. When old employee is leaving or business is expanding, the founder needs to recruit for some job positions…Job description is about what kind of job they will work in this job position, then to finish this job description, candidates need some qualities."

In middle size Chinese Companies, Amy (Vimicro) insisted that vacant job position is the beginning of the recruitment. John claimed that R&D Department needs to inform to what the new people are going to do after they are recruited, and then, they negotiate and set down the standard indicators of the candidates. Anna, one employee of NSFORCUS said "……our company planned to develop overseas market. And the position I applied connect with the overseas market. I have abroad experience and know some of their culture……maybe it is not the most important reason, but it must be one of the important reason for me coming into this company……" Ellen's opinion is that when other departments need people, the company will recruit for them. Of course, when there is a vacant job position, HR professionals have to find some people who are fit for the job…

4.2.2   Recruitment Channels

We find that all the high-tech companies interviewed are using companies website, recruitment inside employee's recommendation, companies own websites, recruitment agencies, and campus fair. Among these channels, internet recruitment agency is the most important form for information dissemination and preliminary CVs collecting.

Moreover, characterized by their different sized and geographical appearances, these companies also have different extra recruitment channels to supplement their regular recruitment sources.

In international famous Companies, Jane said that Google trusts zhaopin.com, 51job, those partners are better than sending CVs directly to Google. Because companies like Google paid money for those partners, they have the responsibility to evaluate the quality of CVs, and then deliver potential candidate CVs to their e-mails box. So Google doesn't need to read the unqualified CVs. Reading thousands of CVs is time consuming and inefficient for such big companies like Google. Mary told us that their main tool to send their recruitment information is the internet recruitment agency. She said, "We always send our job information to Zhaopin.com, 51job.com, our assistant recruiter will check them everyday."

In big size Chinese Company, Marlin and Jennifer also admitted that they are using internet recruitment agency. Marlin said that they are the partner of Zhaopin.com, 51job.com, yingjiesheng.com while Jennifer told us that Founder not only check the main stream of the internet recruitment agencies, but also try campus BBS to send its job information. What is more, in Datang, they send the recruitment advertisement in Zhaopin.com, 51job.com, but they still emphasis the company's own website. Marlin told us that the company has a strict electronic recruitment and selection system. If the people want that job, they have to fill our electronic application form step by step. Not only the company can collect their CVs, but also it is able to evaluate all the applicants through computer system. Jennifer said that her company recruits people through internet, recommendation from professors, and on-campus recruitment fairs. She also told us the fact that recommendation from professors and campus fairs are efficient ways for Founder.

"Because our company was founded by Peking University and a lot of Professors are working in our company as part time consultants in our company, so we have strong connection among universities, not also in Peking University, but also in other top tier universities. …professors recommendation and campus fair are important for us."

In middle size Chinese Company, for example Vimicro, NSFOCUS and Wanji, they emphasized the importance of the recruitment agencies, especially, Wanji. Ellen said that they are long-term partners of 51job.com. As a result, these companies do not only go there to send their advertisement, but also download the candidates CVs from their partners' human

resource pool." Some of the companies, like Google, they prefer friends recommendation, like Founder they prefer profession recommendation and campus fair, like Wanji, internet recruitment agencies are the best way of recruitment. But other companies prefer other recruitment channels. Amy revealed to us that where they send recruitment information depends largely on job position and recruitment cost. In her company, 50%-60% of the costs derive from website recruitment; 20%-30% of the costs are from headhunter service, and the rest 10%-30% are usually incurred in university recruitment fairs and promotion activities. Joneu said that NSFOCUS also goes to the campus recruitment fairs. They would prepare themselves a lot before the campus recruitment fairs and sometimes they even organized an expert group to introduce our company…"

In International Famous Companies Google prefer to recruit employee's friends through recommendation. As Jane told us:

> "…we trust our inside employees more (than those outside recruitment channel). Usually, personnel selection will consider our old employees first. If we recruit new employees, through inside employees' recommendation is better. Because our employees are coming from the top tier group, employees' classmates or friends are always among this elite group. Those people could pass our crazy evaluation in a high rate."

We believe this claim is also involved with "Guanxi" in traditional Chinese culture, and we will continue the discussion of "Guanxi" in our later chapters. Mary told us that in Oracle, they also prefer the insides employee recommendation, although this way is not accessible to attract as many candidates as internet recruitment does. In addition, Jane and Mary also mentioned about the inside recruitment are important for them. "Usually, personnel selection will consider our old employees first." "We recruit our people are much convenient. Because people who are working in our company were already selected when they entered this company and they know our company more than outside people."

4.2.3 Screen CVs

After collecting CVs, HR professionals keep the potential candidates and exclude the unqualified candidates. In the following contexts, we will show how companies screen CVs in practice and a major finding is that for high-tech companies in China, university rankings and related experience in the past are the two most important criteria when they evaluate CVs from job applicants.

In international famous companies, both of Google and Oracle care a lot about the ranking universities. Jane said that in Google, the step of screening CVs is very strict, sometimes even crazy. The CVs screening process takes quite a long in Google, and the applicants are required to send their CVs in an American style... GPA in bachelor and master are important considerations in Google, but high grade for national university entrance examination also matter a lot in Google's recruitment. Mary told us that they would like to recruit top tier university students as well. Mary quoted: "The ranking of universities is a core indicator when we recruit graduate students. In China, the national university entrance examination works like a yardstick among students. We believe that if the people can get into top universities, their IQ level and learning ability are superior over their peers."

In big size Chinese companies, HR professionals also prefer top tier university students. Marlin said that, "Of course, we like people from top university. The top university CVs could attract our interest, and usually, we will give them an interview opportunity." Jennifer's opinion turns out to be that since the company has strong network with Peking University and Tsinghua University, it prefers to keep those CVs….But for some other support management level, like secretary, or HR assistant, work attitude and communication skills are more important."

In middle size Chinese companies, Amy said that they won't miss any student from top university. It is like a hard indicator to prove the candidate's ability. However, one obstacle for them is that the students graduated from top university are so rare that competitions for such

students are very fierce. Sometimes, they would lower their requirement in this indicator, which means that they also recruit students from middle tier universities. However, it is worth mentioning that HR professionals from Wanji and NSFOCUS said that their emphasis of university ranking is more limited to applicants in R&D departments. For other supportive jobs, they care about more about candidates' practical computer application skills, writing and communication skills. Also, in Wanji, Ellen mentioned that people with junior colleague degree are still considered for supportive technology job and that the degree of the university won't affect a lot to the evaluation result.

In this step, candidate's experience from extra-curriculum activities is another attracting point when their CVs are being reviewed.

Mary said that in Oracle they also consider whether graduates students have intern experience related to our work, whether they take participate in associations after school, what role they took in those associations. However, Mary further added that since Oracle itself has very mature training system for its new stuff, work-related experience is not indispensible when evaluating job applicants. For all the aspects concerned, students with superior learning capacity, good teamwork spirit, practical social skills and social responsibility are most preferred.

John's idea concerning this aspect is:

> "We don't care how beautiful your CV is. We do more care about what you have done in your previous company and about what you can do in technology aspect. We emphasize more about practical skills."

4.2.4   Interview and Tests

In international famous companies, Google and Oracle will make a telephone interview prior to the on-site interview and the following tests. Jane described to us that during the telephone interview, they would first introduce the job position for candidates and tell them what the supposed task of the job is. Secondly, they would ask the applicant to introduce himself in

English. Third, candidates would be asked for their own understanding of the job. When talking about candidates' university rankings, she said that they paid lots of attention on candidates' rank.

"……We rank it according to the tier of University. Why it takes over 6 months to select candidate. Our headquarters in America has a global evaluation system to assess all the candidates. One of the evaluation criteria is the tier of universities. It ranks all the universities by nations in their systems. The higher rank of your university, the higher evaluation scores you will get……." And "Every year, we buy university rank report from every country and analyze them. We modify the rank in our computer system if there is any change. In China, only the top 10 may be considered."

Further, we asked Jane what would happen if an applicant has passed the preliminary interviews and written tests. In her response, Jane said that the next concentration would be salary negotiation with these "survived" applicants. To quote her original words, her recommendation for applicants at the salary negotiation stage is: "Don't say extremely high or extremely low. If it is too high, the company would be so scared. If it is too low, the company would think you are in a low competence level and do not deserve good salary. It is better to say that, 'I can accept your budget for your job position. I believe your budget is suitable for my ability and work experience because your good company reputation.' Like Chinese overseas students 5000 RMB is the minimal price, don't be so low. Like large-size company, although in financial crisis, they would cut down the recruiting number, but the salary budget for employee in the same job position won't be changed."

Mary also introduced us the telephone interview in her company. She said that first, they would introduce their company and then, the candidates are required to give a brief self-introduction. Then, the candidates have to decide when they will go to the company and take written tests. For technology people, they have to be tested by written exams which designed by relevant departments. The test will be taken in an hour. But it is always happened that, the tests couldn't reflect the true ability level. After the test, the company would organize another on-site 30mins interview, giving opportunities to make the candidates explain and perform

actual capability. In Mary's opinion, this serves as an improvement in the whole recruitment and selection process. After that, second-turn interview would start. Usually, in the interview, HR manager and Department specialist would attend this interview together.

When mentioning the selection for non-technology employees, Mary said,
" Business students don't need to apply special knowledge…you have to try your best to show your quality that you trained by yourself as well as some traits you were born with."

For graduate students, Oracle would ask the questions relevant to CVs. Mary said that she would ask them some related questions according to their campus experience showed in CVs. For example, he/she is the leader of student union, or president of student radio station. To check whether it is true or not… Further, she said that she would ask them questions, like these: how many members in your association, what should you do in your position? What did you do? What events have you organized? How did you conquer difficulties? From these detailed questions, we can evaluate his/her CV's credibility…but also helps us to initiate and inspire interviewees keep talking. Through their presentations, we evaluate whether candidates are suitable for our job positions. We would like the candidates have conscious about themselves, for example, self reflection, self motivation and so on." About the salary negotiation, Mary said, "Some candidates answer the exact number some candidates accept budget from the company. I prefer the exact number. I believe students won't require the salary without careful estimation. They know their value. Our salary has restricted policy. It won't be so low. Otherwise our company couldn't be able to recruit excellent employees. It is normal phenomenon that companies in the same industry compete with each other in recruiting excellent employees. Our human resource strategy will set reasonable salary according to labor market."

In big size Chinese companies, Marlin mentioned that Datang doesn't have the telephone interview and even doesn't use telephone to inform interviews.

"In our company, we use email and SMS to send the information when and where you have to show up in the interview. Because we are telecom-company, so email and SMS are convenient for us."

And Marlin said that for graduate students in technology field, first they are organized to take written tests, including multiple-choice tests and open questions. After that, candidates who have passed the tests will take the following interviews. Technology specialists will be the recruiters in this part. We ask the questions, such as to please introduce your-self, and some very detailed and practical knowledge which are applied during working frequently. After that, HR manager would ask something about the CVs and the candidates' understanding about this job. In addition, Marlin said that they would also ask questions such as "Why do you choose Datang? Why don't you go to other famous international enterprise? Can you accept company business trip?"

About the salary, Marlin asserted that if the interviewer asks about your salary expectation, then this means that you probably are selected by the company. Stated-owned companies are not likely change their planned budget simply because you said lower or higher salary numbers.

Founder will inform interview by telephone, but they don't have telephone interview. Jennifer told us that in the company first of all they will have two sets of written tests for technology employees in 90 minutes. One set is exam the knowledge, the other is job-personality test…After written test, and candidates will get interviewed in the next three days. At the beginning of the interview, feedback of candidates' written tests results will be given. In Founder, recruiters in the first round interview are one HR assistant and one technology specialist. They are in charging of some technical questions and relevant questions based on CVs. The second round interview candidates are asked about how they will react in some emergent situation at work and the understanding of the job. Sometimes, pressure interview is also introduced.

In middle size Chinese companies, in Vimicro they don't have telephone interview, but they call the candidates to do the on site interview. Amy told us that, "After evaluating the CVs, we called the qualified candidates about when to come to our company to have an written tests. This is the first time we communicate with them, and to be honest, we want to see their reaction. But this can't be the formal telephone interview. Because there are a lot of things we couldn't see just through voice. We also need to see the behavior during the interview. And our written tests are so rigorous. In total, we prepared four times written tests for them. However, our interview process is looser than other companies.

John told us that in NSFOCUS there is a written exam. After that, a short interview will be taken immediately according to the written result and the candidates' CV. Then, HR manger and department manager will interview the candidate together. In the end, the candidate has to meet CEO traditionally. And in Wanji they use almost the same process as NSFOCUS in this step.

4.3 Financial crisis

In this part, we collected the information from respondents about financial crisis. Most of the respondents mentioned that this serious financial crisis has been affecting their companies' recruitment and selection process, such as they will decrease the number of vacant positions and re-consider the future recruitment and selection cost.

Such response was the response from Vimicro HR manager. They need to consider more carefully the future recruitment cost. Before they would like to choose headhunter to help them, but now they are hesitating to do so because of the cost. The same case is also relevant to Google recruitment and selection strategies. Their company is downsizing and the budget for new employees is getting fewer. "……we select less interviewees and new employees than before….."(Jane, Google). But at the same time, she denied that this financial crisis can affect their culture. She said a company's recruitment strategy depends on company's development, including the turnover and business situation, and that they won't change their recruitment tools and methods, because the company's culture is difficult to change.

Besides this, from the response of Wanji Tech LLC HR manager, we know the middle-sized local enterprise has been affected much less than the famous international ones. The similar answer we could get from other two Chinese local companies (Fonder and Datang) HR departments that the financial crisis doesn't change so much about their recruitment and selection strategies.

4.4 Culture

In this part we gave a presentation about three main parts depending on respondents which is company culture, cross culture and "Guanxi". All of these are mentioned in different kinds of companies, we picked up some interesting and important parts for later analysis.

Some companies have their own clear culture and they prefer use some ways to show it out. For example, the John (NSFOCUS) said that every employee in their company need to have marathon every day and also they have many other kinds of activities as part of of company's culture. They thought running the whole way, marathon is a good way to understand their company culture and their culture is not enough to just have technology skills, but also to have the persistence spirit. They won't employ people just because they are good at P.E. Respondents said company's culture is shown up through the whole recruitment and selection process. As Vimicro HR manager said, their company's culture is mainly shown up from recruitment and selection, and they need to check if the values of interviewees fit to company's culture. Every company has its culture and development direction; if the interviewees agree with it and his/her behavior is suitable for that culture, he/she has more chances to be taken into the company.

The HR manager from international famous companies like Google and Oracle emphasized the cross-culture from their company coming into China. This kind of amalgamation from two different (national) cultures affects their recruitment and selection strategies. For example, one HR manager in Google said that after Google came to China, the recruitment and selection strategy is not the same as it is in America. The Chinese culture is strong enough to affect the whole company's former culture. As well as the reply from Oracle, it is an America company, but now many of the recruitment and selection strategies are changed depending on

the Chinese national culture. If the company wants to find the suitable people to work here, they have to combine with Chinese national culture and company's primary culture to choose. The same opinion also can be found from local company's HR manager, when we asked John (NSFOCUS) whether they prefer returning overseas students over local graduates if they had a international department. His answer was sure and he added if their overseas markets becoming bigger and bigger, they need people familiar with cross-culture to carry on working well.

Among all of the respondents, we can see "Guanxi" is in a special and important position. The respondent from Google said they approve using "Guanxi" to come into the company's recruitment and selection process and they prefer the interviewees who are recommended from the inside employees. Because they think their employees are coming from the top tier group, employees' classmates or friends who are recommended are always among this elite group. When we asked NSFOCUS's HR assistance about how she could get the information about the recruitment of NSFOCUS, her answer was that she also get them from a friend's internal recruitment information. Even the interviewees' personal qualification is very important and necessary, but the importance of "Guanxi" is more emphasized. "……In China, relationship is important. Even though you don't have strong competence, it is still possible to get a job by using your "Guanxi" in company……" (John, NSFOCUS)

4.5 Perception from respondents

4.5.1   Perception of candidates

Through analyzing of transcriptions from all respondents, we found our respondents' perceptions of candidates are in terms of two angles, which focus on seeing candidates' knowledge, skills, abilities and their values, needs, interests. These elements are the same as Person-Job and Person-Organization Fit. Thus, we can prove this point by using general perceptions from our respondents about all candidates in their experience.

In the first procedure, assessing candidates' knowledge, abilities, skills and suitability for a particular position is the most important factor in recruitment and selection process of a company. In Vimicro Corporation, they pay more attention on evaluating candidates' abilities and experience, instead of just education. According to Amy, the most important thing is whether the candidates can match a certain job requirement and fulfill the job duties. Marlin responded that in recruitment and selection process of NSFOCUSe, the key is the candidate is suitable for the job and this job can optimize candidate's advantages, such as academic knowledge, language skill and other abilities." John responded that when candidates' knowledge, abilities, skills match job duties and tasks, then selecting process would enter the next procedure. In the second procedure, candidates' needs, interests and values are the vital factors to make sure they fit for the corporate culture, values, and if they match, then candidates would qualify to get employment to the company. Employees in Wanji Tech are liable to work hard and always be stable. Ellen said that when she interviews candidates, she always focus on candidates' stability and hardworking, which is a kind of corporate culture. Additional to that, Jane highlighted that diversity is a key culture of Google. They believe that different people can bring many different methods to deal with business issues in different perspectives and supply creativity. Thus, when they evaluate candidates, they also pay more attention on individual differences.

Thus, human resources professionals' perceptions of candidates are based on Person-Job and Person-Organization Fit to evaluate those factors which candidates have, such as knowledge, skills, abilities, needs, interests and values, etc.

4.5.2 Perception of returning Chinese overseas students

1. A common sense

By summarizing all of interviews, some respondents shared a common sense about returning Chinese overseas students. Mary, John, Ellen, Amy, Anna believed nowadays Chinese overseas students have a "lower level" than before, unlike last century, at that time which Chinese overseas students were rare and competitive. Answering the questions about the

reasons they thought returned Chinese overseas students are not as good as before, they answer in the below sections.

First of all, because of the increasing numbers of people studying abroad overseas students in China are not as rare as 15 years ago when people admired those who have studied overseas or those who had work experience abroad. People had believed that overseas students were special and outstanding and going abroad was so hard. But now, families supporting their children to study abroad has become more common and people think it is not hard to go abroad, so people are likely to think that almost everybody who has financial means can go abroad whatever qualities and abilities that person may have. (John)

Some students go abroad just because they cannot pursue their education in China due to the reasons that they could not pass China's bachelor or master exams. And some students want to enjoy different life style and feel overseas experience not for study. (Mary).

More and more companies realized that returned overseas students' abilities are assessed as average. Some of them were even not as good as the local Chinese graduates. Thus, "the reputation of Chinese overseas students is getting worse." (John). Another example provided Mary. Once she screened a CV from an overseas student which showed that he was qualified to a position and thus she had invited him for an interview. During this interview, he even could not introduce himself normally in English.

Marlin told us another bad example about Chinese overseas students according to her own experience. England is a very popular place where Chinese people like to study. So many Chinese parents spend a lot of money for sending their children to study in England without thinking whether it is suitable to their children or not. One of her Chinese classmates didn't like studying at all but he stayed England just for acquiring an overseas degree and enjoying easy life. His parents spent £40,000 per year on his living expenses and tuition fees, but finally he went back to China without even having the ability to speak fluent English.

Ellen believed that most of overseas students do not enough work experience. They tend to just have a higher self-assessment and don't want to do easy jobs because they think that waste their abilities. However, they are not capable of doing tough ones either. The similar opinion was Anna's one, who said that the company believed overseas students have a higher self-assessment and fickleness.

2. Positive, negative and no difference

There are five positive qualities which some of our respondents shared the same ideas to believe which is that overseas students have better foreign language skill (Mary, Jane, Marlin, Jennifer, John Ellen, Amy, Anna), new ways of thinking, and fresh methods to solve problems in their daily work (Mary, Ellen), self-learning ability (Jane, Ellen), overseas educational experience (Marlin, Jennifer, Ellen, Anna), as well as advanced knowledge (Jennifer, Ellen, Anna). In addition, some respondents have other ideas. Mary considered Chinese overseas students may bring new blood for colleagues due to mixing with the different cultures and that they accept advanced education methods such as practical case study and systematic training. Jane believed overseas students have a strong spirit to struggle in new environment and Ellen thought they get broader horizon.

The negative characteristics of overseas students from our respondents' perspectives have two main categories. On one hand, some of them had this opinion that overseas students are not familiar with the local situations, such as local information and test way (Jennifer), local market (Amy), and operational way of Chinese companies (Ellen). On the other hand, Jane didn't think there is any disadvantage for Chinese overseas students as long as they hold a right self-assessment about themselves and the environment.

The third category of views is that there is "no difference" between local graduates and overseas students, except that overseas students are with abundant work experience (Amy, John, Marlin, Jennifer) because many local students also have abilities which are overseas students' positive qualities, such as academic knowledge, language skill. What is more is that to many companies, they don't have such kind of international jobs for candidates. So even if

overseas students have better language skill than the local graduates, it still does not mean anything when this skill is not important for use during their daily work (Amy). They will not select candidates just because of overseas degree.

3. The effective factors

According to the data from our respondents, there are other three factors which may affect the recognized extent of overseas students. Firstly, major is an important factor to Chinese overseas return students while hunting for a job. Just like Mary suggested, if overseas students major in some specific fields, like chemistry, mathematics, architectonics, it could be easy for them to hunt for a job in China. But in majors like business administration and human resource, the advantages are less obvious. The same point is from Ellen who mentions that overseas students whose major is in technology, at least there are similar with the local students. However, overseas students may have more advanced technology skills. Additional to that, study major in non-technology profile, companies may worry about their stability or loyalty i.e. they if they entered medium-size companies for just waiting another job in big companies which is a kind of talent waste. Secondly, how long students accept overseas education is another point. Mary believed one year overseas experience is not enough, because in a short time, students cannot get deeper understanding about overseas life. For example, "Some teenagers like high school students when they come back after bachelor or higher degree, generally speaking, their way of thinking and life experience could be a big difference compared to local students." Finally, "Guanxi" in China is a critical factor which people can not ignore. We presented more details about "Guanxi" in Culture part of our findings.

4. The elements of respondents thinking overseas students care about

There are the main elements which Chinese overseas students more care about from company's perspective such as salary (Mary, Jane), corporate size (Mary, Ellen), type of a company (Ellen), corporate reputation (Mary, Jane), corporate business background (Mary, Jane, Ellen), work environment (Jane, John), career development (Jane, John), and job suitability (Jane, John).

5. The positions of companies preferring to hire overseas students

Three respondents mentioned that "foreign companies and big-size companies are liable to hire overseas students." (Mary, Jane, Ellen) They believe there are three categories of positions which companies prefer to hire overseas students. The first category of positions is in Marketing Department. This is because overseas students may know some advanced knowledge and technology. It helps if a company plans to develop overseas market (Anna).

> "If our overseas markets becoming bigger, we may have a tendency to hire more returning Chinese overseas students in the future. Because overseas market needs the local language, and life experience, communication skills and culture understanding, which Chinese local students couldn't learn fast and well just through training. So, at this point, Chinese overseas students especially coming from the target market countries hold more advantage" (John)

The second category of positions is in R & D Department and technology support. For example, some jobs need people who have strong technology skills (Jane). Technological positions are liable to hire overseas students, but it depends on the types of companies, development of companies (Ellen). And the last category of positions is like secretary, HR professionals. These jobs prefer overseas students. For example, secretary needs to communicate frequently with foreign business boss, and the reception and filing are in English. Human resources professionals do not only have to recruit people in English, but also to communicate with their foreign colleagues (Jane).

4.6 Advice for returning Chinese overseas students

4.6.1   Self-assessment

When returning Chinese overseas students return back to China and try to hunt for a job, some questions arise about what kind of self-assessment they should have and how to set up a good self-assessment. Some of our respondents suggested the followings. Jane (Google) believed that overseas students don't underestimate you. It is true that now is in financial

crisis and overseas studying experience is not as valuable as 20 years ago, but this is just the trend. Again, your self-assessment is important. Don't be in a hurry to get one job, but to get the job which is suitable for you. The opportunities are getting less, but it doesn't mean you don't have opportunities. On the other hand, Ellen (Wanji Tech) said that when she saw CVs from overseas students, her first impression is worrying their stability because in her opinion these students need higher salary and have high self-assessment, which make her believe that if don't give what they want, they will give up jobs very soon. Thus, it is obvious that both underestimate and overestimate are not good for students hunting for a job.

Now, we can see how to find a right self-assessment from companies' perspective. As John (NSFOCUS) said, before overseas students sent out CVs, they have to know themselves. It is crucial to know what they need, which kind of occupation they like, which kind of industry they prefer in order to find the right self-assessment. Then candidates should figure out what kind of company can provide the opportunity to optimize their advantages. So the most important thing is that candidates should choose the right job direction which they like and is suitable for them. (Jennifer, Founder)

In addition, gender issue cannot be ignored, especially in technology companies. High-tech companies prefer men to women. Because obviously women have to take care of the whole family in China, in particular children and seniors, they may consider family more than jobs. What is more, Marriage holiday, pregnant days and so on will spend more time for women. If you are pregnant, the company should pay you with salary during the pregnant days according to the labor law. After pregnant, women have to take care of the little baby. So, if a woman wants a job, don't say I am going to have a kid immediately after I get this job, which probably make you lose this opportunity. So in NSFOCUS men are much more than women, according to John (NSFOCUS).

4.6.2 Qualities

According to Job Fit Theory, candidates' knowledge, skills, abilities, needs, interests and values should be evaluated during recruitment and selection process of a company. But the question is to where we can get more details of these qualities. In our interviews with

respondents, they presented some important details.

First of all, knowledge will be assessed from two parts, which are academic knowledge and organizational knowledge. As Ellen said, learn more academic knowledge during the studying period, such as technological knowledge, management knowledge. Moreover, it is important to be familiar with organizational knowledge, such as operation way of Chinese companies, certain business functional areas. Marlin also believed academic knowledge is a basic knowledge which recruiters always ask some questions about academic knowledge. Therefore, candidates should understand and answer these questions well.

Secondly, skills are critical issue in recruitment and selection process, such as team work skills, communication skills, creativity and self-learning, etc. Mary (Oracle) thought people work in R & D Department need team work skills and communication is an essential quality for everyone who works for a company whatever the positions. In Google, Jane said they prefer to hire top students for research, who should have creative thinking and self-learning skills.

Thirdly, experience includes work experience and overseas studying experience. The needs for work experience depend on different positions. People who have work experience are easier to fit for a future job than people without work experience, and according to John (NSFOCUS) and Anna (NSFOCUS) benefited a lot from her study abroad experience especially when she tried to hunt for a good job after graduated from Sweden.

Finally, other characteristics often related to corporate culture and value. So they may contain self-assessment, stability, hardworking and so on. Just like Jane (Google) and Ellen (Wanji Tech) said candidates should have a right self-assessment rather than seeing themselves underestimate and overestimate. And find the right self-assessment can help people find a right job. In addition, employees in Wanji Tech are liable to work hard and be stable. Because when she interviewed candidates, she always focused on their stability and hardworking, it is our corporate culture.

4.6.3　Resume

Resume, as the main way to introduce candidates to human resources professionals, is one of the most important procedures for candidates getting a job. During our interviews with respondents, they gave us lots of detail suggestions to candidates. Firstly, they told us what kind of resume they like. As Marlin said, clear and targeted CV is an important factor for candidates getting an interview chance. The similar opinion from Jennifer (Founder) that a good resume is simple and clear. One A4 page is enough. Don't use the same CV to send to many jobs and this is not wise. Candidates should choose suitable jobs that they really want and feel fit for. After you sent a CV, if the company does not respond with feedback, then you shall can call them or send them e-mail to ask about the selection progress.

Secondly, content is the key part in a resume. Our respondents gave some suggestions to overseas students about which parts of resumes human resources professionals will focus on. Ellen (Wanji Tech) highlighted University, major, activities in college, targets to choose jobs, and work experience are the main parts which she focused on when she saw a CV. Mary (Oracle) said more details that show your main character in clear structure and simple words. Your educational background, social practice experience is required. Put important things on the first. Introduce your experience from the latter to former. What is more, Anna used her own example to show how important the content in a resume is. You need to be responsible to every word in your resume. If you describe yourself perfect in resume, but actually you cannot reach these all that would harm the impression of recruiters to you. So a good resume is concise and clear to highlight people's advantages, such as work experience. Before you apply to a position, you should be clear about what the company really wants. Then you can adjust your resume according to the position requirement. It is bad to describe everything about you, but instead you have to describe yourself according to the requirements of the job.

Thirdly, it is important to know where overseas students can send their CV. In terms of Jane (Google), Candidates have two ways to send their CVs. One is they send CV to Zhaopin.com and 51job.com, because companies like Google China, trusted those recruitment channels and

paid them, so they have responsibilities to evaluate CVs first then deliver qualified to us. Secondly they can directly fill in a form for a particular job on corporate website.

4.6.4 Advice for preparing interviews

When candidates passed the screen CV, the next procedure is interview. At this time, how to prepare an interview and what they should do is the most important thing. According to Jennifer (Google), Mary (Oracle), as candidates, you could prepare for the interview in order to represent your excellent trait maximally. So before starting an interview, candidates need to get some information about the company as well as the job position and tasks. The information includes corporate background, development situation and others' recruitment experience. Some human resource professionals ask extremely strange questions, so the candidates should prepare so well to react in order to optimize competence in front of interviewers immediately. Sometimes, candidates need to pretend to be nice and outstanding. You can pretend but you have to explain reasonably.

In addition, what kind of dress you choose in an interview is important. Most of international enterprises pay lots of attention on people's dress, behavior, which organized part of the first impression. Choosing suitable dress depends on corporate culture and job position. If you don't know the company's dress culture, it is safe to wear suit and be formal. But suits are not always good. For example, if you interview computer engineer job position, it is not necessary to dress extremely formal. Shirt or jacket is OK. But you have to keep clean and fresh, don't be smelly. If you apply for sales, you have to wear decently. If you apply for media or advertisement companies, fashionable dress is better. If you apply for a job in government office, you'd better wear in formal. First impression may be the main factor for your evaluation result.

4.7 Conclusion

Connecting with our research question, we chose some important themes from interview data to support analysis part. Every company has its own culture, and this culture can be proved and expressed by its recruitment and selection process. National culture is very important in

all of the companies in China. Even in international companies, Confucianism in their cross-culture affects their original recruitment and selection process. With HR professionals concerning the recruitment processes in their respective companies, we can see they emphasized the importance of internet recruitment agencies in disseminating recruitment information. For all the companies we interviewed, written tests in recruitment are aimed to evaluate applicants' level of knowledge required by job positions. Many HR employees gave us lots of valued perceptions for interviewees through recruitment and selection process, especially to returning Chinese overseas students.

5. Analysis

In this chapter, we are going to analyze empirical data to answer our research question: what kind of recruitment and selection process of high-tech companies in China the returning Chinese overseas students need to face after them graduating during the financial crisis of 2009 based on structure of recruitment and selection process.

5.1 Overseas education

To lay a background underlying the social perception and current situation of returning overseas students in China, during our interview we asked our interviewees their opinions about returning overseas students in China, which we think can to a large extent stand for most China-based employers' self-assessment towards returning overseas students, at least in the high-tech business field in which all our interviewed companies are based.

Through our findings compiled from conversations with our interviewees, we have discovered the following trends featuring employers' self-assessment towards returning overseas students in China: Employers' expectations for returning overseas students are declining, though the gratitude of declining varies across different disciplines; past preference for returning overseas students over local graduated students are diminishing; overseas students from well-renowned abroad universities still maintain very high social and company recognition in China.

According to our analysis, recruitment strategies in China, especially those strategies whose targets involve returning overseas students, are partly structured in accordance with to aforementioned three general trends. As a result, in the following context, we try to find what the original reasons that have caused such change in social perception for returning overseas students are. Our analysis is basically derived from the change in social understanding and demand for returning overseas students, as well as the change in the nature of Chinese students studying abroad.

In the first place, we attribute overseas students' lowered social expectation to the change in supply and demand relationship. Several decades ago, mainly due to economic constraints, going abroad and study in a brand new country was a dream inaccessible for most of people in China. So students back from foreign countries, especially more advanced western countries, were generally believed to have more up-to-date knowledge and broader views of the whole world, and they indeed might have had. Because of the scarcity and competence of returning overseas students, they used to be high valued by employers, especially by employers with already-established overseas business or future overseas expansion plans. Nowadays in China, however, study abroad has become a common act for many ordinary people. Though the demand for talents with understanding of both China and western world has been continuously increasing, the number of available returning overseas students has even outnumbered the increased demand. As a result, employers in need for returning overseas students are now placed in a relatively advantageous position in that they literally have more alternatives than ever to choose ideal returning overseas students.

Additional to what has been mentioned above, the increased number of returning overseas students have also substantially changed people's understanding of the motivations of overseas study. Back into the old times, those people who were able to pursue their degrees abroad were most likely real talented persons and had really strong commitment to their study and career. So those people were more likely to be accepted and respected by the whole society. Contemporarily, however, not every student study abroad outstand their peers so that he or she is able to study abroad. In fact, increasing number of students simply go abroad because they or more likely, their families are able to afford all the expenses, and their motivation to study abroad may not be so well based on their determination of acquiring solid knowledge or genuine skills, but rather to just experience a different lifestyle. Here we are not arguing that such motivations are wrong, but if we take the perspective of company employers, such motivations are clearly not enough to convince that the people back from foreign countries are competitive enough.

Besides, another important reason contributing to change in people's perception of overseas students originates from the rapid development of inner education system in China. In the past, returning overseas students enjoyed popularity not only because of their expertise gained abroad, but also their language competency compared with local students. Such competency was especially obvious for students coming back from native English speaking countries. It may sounds not so convincing, but if one considers the emerging demand to communication with the outside world in China 20 years ago, then language competency becomes a necessary edge. In China today, situation has changed greatly in that China itself now is much more open than it used to be, so now even for local students in China, they also have fairly good opportunities to hone their foreign language skills, especially in metropolitan cities in China. Also, not only the language competency for returning overseas students is declining, their advantage of broadened view gained from study abroad is also weakened by the fact that nowadays China also has very convenient accessed to outside world. In a nutshell, it becomes safe to say that the competency of returning overseas students is not so obvious that it was before.

In the last, we would like to use the word "opportunity cost" to point out why returning overseas students are not so popular than it used to be. As a common knowledge, study and living abroad naturally grants a person with now knowledge and prospects, while in the meantime, he or she will lose out what is going on in China. At current stage, China is experiencing a very fast development covering a large number of social lives, so what the overseas students fail to experience becomes increasingly larger. Also, opportunity cost refers to the fact that what returning overseas students have learnt abroad may not well fit into the practical need in companies in China. This is basically due to different traditions and cultures between China and Western world, which we will discuss in the coming chapters.

What is still worth mentioning here is the phenomenon that returning overseas students from world-wide-known universities are still well accepted in China. We believe this is partly due to the fact that world-well-respected universities still stand for a very strict and convincing yardstick in evaluating competency of students, which adds much credit to these students.

Also, when we consider the geographical allocation of these world-wide-known universities, they are mostly based in Northern American and Western Europe, both of which have very close and important business and other bonds with China. This also helps to explain where such popularity comes from.

In our conclusion, we believe that the change in perception of returning overseas students in China are mainly due to the above mentioned reasons, and these reasons affect the recruitment strategies companies are using. Based on these, we are going to talk about other elements influencing the recruitment strategies in China and then a detailed analysis for these recruitment strategies will be derived.

5.2 Self-assessment and Confucianism

Self-assessment is a process which people use to understand and know more about themselves, what they really like, what they hate, and how they tend to react in certain situations. "Knowing these things can help you determine which occupations and work situations could be a better fit for you." (Anonymous, May, 2009)

However, people who make decisions what kind of candidates can be chosen through the recruitment and selection process are recruiters. Therefore it is of vital importance to know what kind of self-assessment recruiters prefer candidates to have. From our interview data, we can divide them into two main groups: One is from international companies, and the other one is from local companies. The reason why we divided them like this is the different kinds of relationship to Chinese culture as expressed by the HR recruitment and selection strategies of the companies.

The local companies prefer candidates, who are qualified by a "right" self-assessment. This right self-assessment is tightly related to national culture. It requires people not only to have the specific capabilities which a particular position needs, but also to have a good way of expressing their abilities, skills and experience.

This way means that you should have a low profile and avoid being overconfident. Chinese

people dislike when others openly flaunt their own abilities, brightness and wisdom. If people have outstanding abilities and express them in an overconfident way, other Chinese people will not feel comfortable. They will even disdain this kind of people. Consequently, to some extent, people's Confucian views are more important than their abilities for the position in this kind of companies.

In addition, in international companies, some HR recruiters gave their opinions about what kind of self-assessment employees should have in order to present themselves favourably during the selection process. For example, Jane (Google) answered that employees should act unobtrusively and capably. Mary (Oracle) said that they stressed the people's ability for the job position, in the first place, but also considered if interviewees' behavior would be right and suitable to harmonize with other employees from Chinese traditional culture. Here the meaning of a "right and suitable way" includes Confucianism. This implies that in international companies, people's abilities and competence are more important/are less important (which is the case?) than Confucian opinions.

One question arises: Why do they prefer different kinds of self-assessment in these two kinds of companies? We think the main reason is that their different company culture. In international companies, original culture is integrated with Chinese national Confucian culture and forms a new cross-culture. This new culture has characteristics from both sides. Depending on their original culture, like in Google, recruiters like people who are confident and aspirant and like to show their creative ideas. One the other hand, they also think that people who have the traditional Confucian culture are easier to work well with than other Chinese colleagues. Another reason is that most of the recruiters in their HR department are Chinese. And Confucian culture is a very important cultural background to them. Therefore, in the recruitment and selection process, they prefer the people who have a similar Confucian attitude, the same as theirs. So generally speaking, Confucianism is a very important factor in the recruitment and selection process in almost all the companies.

5.3 "Guanxi" in national culture

"Guanxi" from the broad understanding means "relationship". People use relationship to build a work-net to carry on business or benefit each other.

In China，"Guanxi" is a popular and meaningful word. The Chinese traditional mentality is "You scratch my back, I'll scratch yours." The role of networks in job hunting is superior to other kinds of methods in the recruitment and selection process, though it is unfair sometimes. This kind of unfairness makes "Guanxi" being a sensitive and cryptic topic. We also use it through all of our data collecting. Because of the fact that all of the respondents are good friends of our thesis members, we got plenteous veridical responses. Especially some of them are emotional and cannot be exoteric, but which are very important for our research.

All of the respondents, no matter whether they are working in international famous companies, big size Chinese local companies or middle size Chinese local companies, all agreed that "Guanxi" plays a vital function in getting a job. For example the HR manager from Google stressed they trust more in the candidate's recommendation. And a respondent from Jennifer (Founder) mentioned that the applications that are connected with "Guanxi" normally can pass the CV selection part and straight get into the interview process. The Wanji's HR as well, said that some candidates who use strong "Guanxi" can directly be employed by the company without a selecting process.

From all of above, we can see that the functions of "Guanxi" in different kinds of companies are different. In international companies, the "Guanxi" is shown mostly in the recruitment process. It can help candidates to get recruitment information timely and the recommendation from inside employees is preferred for the HR recruiter. But above all of this, the candidates' personal qualities should satisfy the job requirements. And Guanxi is just an accessorial way to give a good impression to interviewers. In big size Chinese local companies, the function of "Guanxi" is stronger than it is in medium-size companies and it becomes more complex. Here candidates also need to fit the requirements first, but "Guanxi" can help them to skip

some recruitment and selection processes. As Jennifer (Founder Group) answered they normally allowed the people who use "Guanxi" to pass the CV selection part straightly and give them more chances in the interviews process. There the "Guanxi" influences more in the recruitment and selection process, not just for good an impression but it can also directly change the selection processes. In the last kind of company, "Guanxi" is much more important than in the former two ones in the recruitment and selection process, which makes the recruitment and selection become more flexible and sometimes performs practically no function.

Why are the effects from "Guanxi" to recruitment and selection process in different companies different? We think the main reason for this is that "Guanxi" affects different levels of the companies' business. In China, the culture makes "Guanxi" play a much more important role in business life. Chinese people "prefer to deal with people they know and trust" (Vincent Lo, time and page is unknown)

In Chinese local companies, "Guanxi" makes lots of differences in ensuring the business success. The right "Guanxi" can reduce business risks and increase business chances. Especially compared with big-size companies, the medium-size ones depend more on "Guanxi" for surviving in marketing.

 They have to use "Guanxi" to get more possibilities to survive in the commercial activities. As their resources are much less than those of big companies to attract business partners and carry on business, they are passive in the market and "Guanxi" help them to gain more business chances. At the same time, big-sized ones hold more active positions in the market and have already been strong and famous enough to keep their stable business and partners without considering too much about using "Guanxi" to live in the market. Another important reason is the fact that the recruitment and selection processes in middle-sized Chinese local companies are not precise and canonical and as good as in big-sized Chinese local companies. Hereby there are more relative lacks in their recruitment and selection process than in big-sized ones, which give spaces for carrying on the functions of "Guanxi". In international

famous companies, although their business connects closely with Chinese local companies, they are still based on their western culture foremost and do not stress the "Guanxi" function in the running of the business.

"Guanxi" is not just the simple relationship between person and person but a net among many people. When we asked the Ellen(Wanji Tech) what kind of "Guanxi" there is in their company, her answer is "……sometimes we get other's "Guanxi" information from our familiar friend outside the company, and sometime this kind of information is from our colleague inside the company……" From this we can see there are two kinds of main "Guanxi" in real life.

One is when the candidate has "Guanxi" with the recruiter directly (Chart 1); the other one is when the candidate doesn't have "Guanxi" with recruiter, but she/he has "Guanxi" with other employees in the company and she/he uses that person's "Guanxi" to connect with the recruiter (Chart 2).
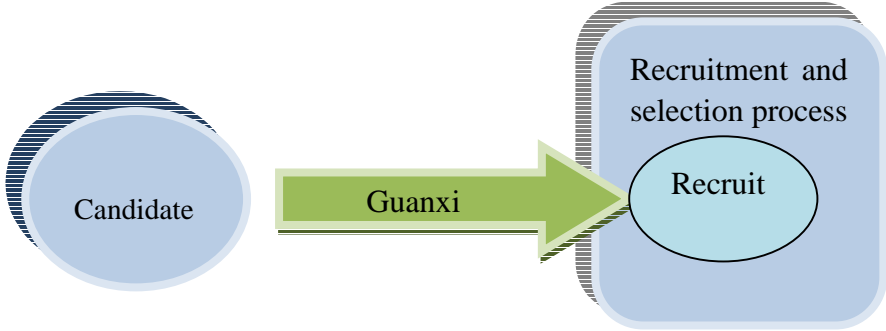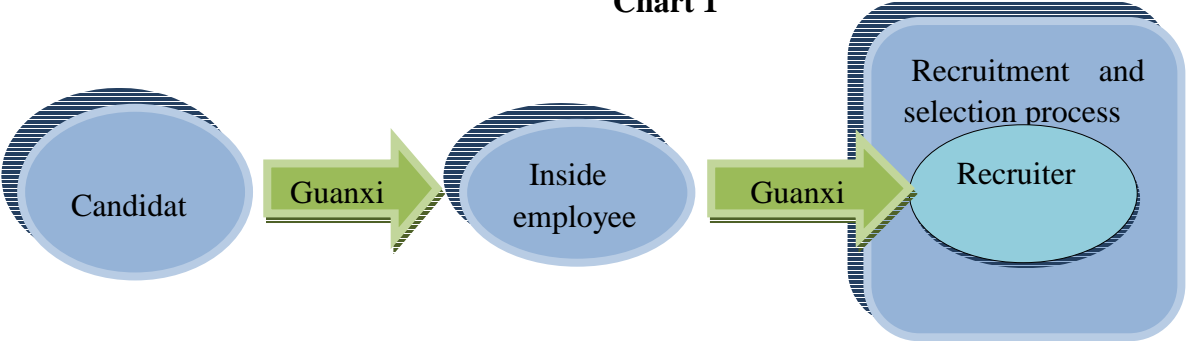
Guanxi:

Chart 1

Chart 2

Generally speaking, in all the three kinds of companies "Guanxi" is a very important factor in the recruitment and selection process. Inasmuch as they believe that people who are close with each other always belong to the same group. And in the same group means they have some kind of "Guanxi".

And as we mentioned before, "Guanxi" is dependent on Chinese national culture and is a vital element for the running of a business, recruitment and selection process in China. Whatever international famous company, big-sized company or medium-size company, "Guanxi" has different levels of effects on them. We have to realize the importance of "Guanxi" and choose the right way to include this factor into our recruitment and selection process.

5.4 The recruitment and selection process

5.4.1 Overview of process

Sue Newell (reference) declares that from an empirical perspective, graduate students are faced with two ways of job recruitment. One is to go through an already established recruitment and selection process, meaning that only those who show full competency in all the required criteria set by the employers will be recruited. Another is the so called bilateral choice recruitment, which refers to the fact that both the employers and prospective employees enjoy certain autonomy in choosing their counter part. This argument is quite straight forward, since it is very understandable that outstanding students graduating from renowned universities have more freedom in deciding for whom they would rather work for, while students with average backgrounds are likely to have to passively accept whatever kind of jobs that is offered to them. However, under current gloomy economy climate, even students from top universities are facing with considerable difficulties in getting a decent job due to quickly shrinking demand in job market. As a result, most of these students are actually also driven into a status of passively accepting offered jobs. So a close scrutiny of the phenomenon mentioned above reveals that currently still the old fashioned way of job recruitment is prevailing, i.e. most graduate students are subject to already-established recruiting procedures set by employers. To closely following the market reality, we focus our

attention on comparison between how major employers in China are actually executing their own recruitment and selection process and what is depicted theoretically about the traditional recruitment and selection process.

According to existing schools and theories, traditional recruitment and selection process generally consists of the following parts:

1. Job position, job description and job requirement
2. Recruitment Channels
3. Screen CVs
4. Interview and Tests

To see how the mentioned for steps are performed in real life cases, we choose seven major employers in China as analysis subjects. According to their different business types, we group these employers into three categories and analyze respectively how their actual recruitment strategies deviate from the theoretically predicted ones. Based on the observed deviations, we go further to capture the possible explanations for these deviations and consequently we try to expand our explanations to a much wider horizon in different companies in China contemporarily and try to explore the basic rationales supporting the recruitment strategies of these companies. In the end, we will give out our suggestions for graduate students on how to enhance their competence and popularity in job recruitment and selection process by catering to these rationales.

5.4.2 Detailed comparison results

At the first step, we have found that all our analyzed companies act roughly the same as is predicted by Sue Newell's definition of traditional recruitment and selection process:

According to Sue Newell (2008, p.), recruitment and selection's aim of the system of the processes is to find the proper candidates to the particular jobs. She define the recruitment has "1) Identify the job –what the candidates should do after they get the job; 2) Identify the ideal candidates—Who would possess of the competencies (knowledge, skills and self-assessment)

to fulfill the job position;" Seven companies are using the same steps in recruitment: Job position--define the job description—define what kind of quality candidate should have. From our finding we couldn't see the difference between seven hi-tech companies in process perspective. But, there are still obvious difference in international famous companies, big size Chinese companies and middle size Chinese companies. The difference between them are, they numbers of vacant job are different and the Big companies need recruitment quite often. But, medium-size companies recruitment quite few, especially in support work positions, such as Human Resource Management Department, John NSFOCUS said that, "…but we hire Human Resource employees even 2-3 years.

The companies we interviewed have two folds when considering recruitment channels. On one hand, the three groups of companies we have categorized share some common features while also have certain uniqueness in their own ways of recruitment channels. As a whole, in all of these companies we have found that internet recruitment agencies are gaining more and more importance as the media to disseminate recruitment information as well as the original source to collect potential job candidates. During our interview, most of our interviewees used the phrase "rely on" to describe the role of internet recruitment agencies in their recruitment channels. Some of our interviewees further explained that the preliminary checking of CVs is outsourced from employer companies to these internet recruitment agencies. This finding throws some lights on for graduate students in job hunting, how important it is to well understand both the target companies and the internet recruitment agencies handling the recruitment. Although internet recruitment agencies are reviewing CVs on behalf of employ companies, during the process they inevitably incorporate their own standards in valuing candidates.

On another hand, significant differences also arise from the three categorized groups. For international famous companies, internal recruitment and recommendations from existing employees serve as important recruitment channels supplementing traditional recruitment resources. Two important implications can be derived from this fact. One is that contrary to some long-held ideas in China, inter-personal connection does matter in applying for

international famous companies, because at least it helps to survive the first screening phase. We deem this inter-personal connection very important and will discuss it in details in our later chapters. Another hint is that graduate students should have a wider view when pondering whether a certain company fits their own interest and job expectations, especially when applying for international famous companies. Internal recruitment is rather common in international famous companies. So even if a current position appears not that attractive for a graduate student, he or she can still compete for it since after obtaining this position, it is still possible to switch to some other more satisfying positions within the same company. It might be better to grasp something right now while looking for a better future than to just wait and has nothing in hand. For big size Chinese companies, personal recommendation is still an important recruitment channel. However, due to the close bonds between universities and these big Chinese companies, the above mentioned personal recommendation comes more from professors in universities. In our last categorized group, i.e. middle size Chinese companies, a major feature of these companies' recruitment in the recruitment channels aspects is that they have very diversified recruitment channels compared to the aforementioned two groups of companies. A crucial criterion for middle sized Chinese companies in choosing recruitment channels is cost concern. As a result, these companies tend to have a portfolio of recruitment strategy combining of different recruitment channels, such as website recruitment, hunter service, on-campus recruitment, etc. Diversified recruitment channels challenges graduate students' ability to keep pace with different source of information and a good adaption into different requirements imposed by different recruitment channels.

Regarding CVs screening, we basically try to dig out what are the most important criterion HR look for when reviewing piles of CVs and how should graduate students soundly tune their own CVs to meet such preference, either explicitly or implicitly. Through the whole process of our interview, it is becoming increasingly clear that usually two aspects are paid major attention to in CVs screening stage. One is the university background, and the other turns out to be extra-curriculum experiences of graduate students.

As a nature of high-tech industry, all of the companies we interviewed say that they would

prefer students from top tier universities. However, due to the scarcity of such students, not every company is able to enroll as many top such students as they desire. More specifically, international famous companies and big Chinese companies are more attractive for students from top tier universities, while medium-size companies seek for students for top tier as well as middle tier universities. A direct conclusion of this finding would be that to emphasize the background of universities would gain certain merits for graduate students from good universities. However, we see a more important indication revealed in this finding as a trade-off for graduate students when they are choosing their target companies among international famous companies, big Chinese companies and medium-size companies. Generally the first two groups of companies are more preferable but competition into these companies is also very fierce. Besides, these companies have higher threshold for application, implied by their strong emphasis on the ranking of universities. By contrast, struggling into medium-size companies is literally easier and prior related experience is also more helpful to compensate for the inferiority in university background. However, the work expectations and development prospects also tend to be relatively lower when compared with big well-established companies, at least from a conventional view.

University background is also one important aspect in screening CVs, and another aspect is related work experience. For graduate students, such related work experience mainly refers to extra-curriculum activities on campus and former intern experience, if any. In this experience aspect, we find an intriguing difference among the three groups of companies. For international famous companies, big Chinese companies and medium-size companies, their respective requirements for past related experience are strictly increasing. This seems to be at odds against most people perception that the more established a company is, the more it is to ask from job applicants. However, upon careful scrutiny, we think this phenomenon is rather rational and we attribute it to two reasons. The first one is related to the combined consideration of both quality and quantity concerns of companies when they recruit employees. According to Dickie (2005, pp. 1-12), it is important to get high quality as well as high quantity of applicants to ensure the success of job recruitment. As a result, to get a qualified and sufficiently large pool of job candidates, companies have to keep a balance

between their requirements for university background and past related experience. Assume that international famous companies set very high standard both to university ranking and past experience, then this will very likely result in a too small candidate's pool and impair the success of job recruitment. Another explanation for this different requirement concerning past work experience lies in varied training systems in different companies. International famous companies and big Chinese companies usually have better and more mature stuff training programs. So these companies have more capacity to reshape as desired new employees to fit into new positions. Consequently, they are able to concentrate more on more basic quality of job candidates and put less concentration on work experience, which can be accumulated afterwards. For medium-size companies, their budget and other resources are relatively limited so that they cannot afford too much time and other resources to train a rookie into an experienced employee. In another words, medium-size companies tend to prefer students who already have related experience to some extent.

Concerning the interview and tests stage, the most significant feature in large international companies is that they more often than not incorporate phone interview in their recruitment, and phone interview usually takes place prior to written tests, which shows these companies' preference for more direct and practical impression received from job candidates. Another point worth noticing here is that big Chinese companies prefer to have on-site interview instead of phone interview, and such interview is generally arranged after certain written tests. In our analysis, we believe this trend show a tendency in big Chinese companies to emphasize more on solid knowledge in job candidates and their most first-hand impression. This phenomenon may also involve the culture difference and variance in corporate perception of employee value between Western enterprises and oriental companies, which will be discussed later on in more details. By contrast, small Chinese companies usually skip both the phone interview and on-site interview phases, and we attribute this mainly to budget and human resource limit in small Chinese companies.

5.5 Advice

In findings chapter, our respondents gave a lot of information about recruitment and selection

process to returning Chinese overseas students, such as how to set up a right self-assessment, what a good resume is, what qualities overseas students should have, and how to prepare interview, etc.

As we discussed before, returning Chinese overseas students should have a right self-assessment before they start to hunt for a job. During this process, overseas students need to consider the questions like what you need, which kind of occupation you like, which kind of industry you prefer in order to find the right self-assessment, what kind of company can provide the opportunity to optimize your advantages. Before students sent out their CVs, they have to know themselves. Then they will have a clear clue to find a right job direction, and start to send resume to get interview chances.

In resume part, there are some points overseas students should pay attention. First of all, a good resume is simple, clear and targeted. One A4 page is enough. It is better to send different resumes which are changed depending on requirement of different positions to different companies. Secondly, content of resumes plays a vital role in screen CV procedure. Educational background, social practice experience, work experience, target jobs, your advantages, even your main character should be written more clearly. Overseas students should be responsible for every single word in your resume. Because human resources professionals will check them carefully, if you describe yourself perfect in resume but in fact you cannot get what you said, once human resources professionals found these fake materials, that would harm the impression of recruiters to you. Finally, overseas students should know where to send their CVs. Normally there are two ways which are professional human resources websites and corporate websites. Then before an interview, getting more information about this company and position is significant, such as corporate background, development situation and others' recruitment experience. Dress and behavior also cannot be ignored. Actually, what you wear to interview sometime is the main factor to influence you evaluation result.

Our analysis for recruitment process in China is based upon our interviews with HR professionals from seven China-based high-tech companies, and this analysis yields out

several suggestions for returned oversea students looking for a job in China. A macro background featuring our suggestions is that under current economic situation and market expectations, returned oversea students, among with other job applicants, are in a relatively disadvantage position and the competition for a decent job is getting more and more fierce. Under this climate, our recommendations for returned oversea students with the aim to increase their competitiveness in job hunting.

Keep close track with major internet recruitment agencies, since nowadays companies are relying more and more heavily on internet recruitment agencies to disseminate recruitment information. Meanwhile, job applicants for medium-size companies should especially pay attention to other recruitment information resources because medium-size companies usually have quite diversified ways for recruitment information publishing.

Try to adapt to traditional Chinese standards of value in corporate cultures and exploit possible interpersonal contacts smooth the job application process. According to our analysis, companies' reliance on internal recommendation means that to keep good understanding and close contacts with target companies would be beneficial to job applicants. Also, due to the existence of internal recruitment, returned oversea students should be more tolerant to their potential dissatisfaction with a job vacancy and as a result, their choice range in job hunting would be substantially widened.

To get through the CVs screening stage more easily, we recommend returned overseas students to pay attention to different emphasis of different companies on applicants' university rankings and past related work experience. The reason for this is to cater to employers' different preference for new employees. Generally speaking, in application famous international companies and big Chinese companies, university rankings and academic records should be put in the first place while when applying for medium-size companies, it is more often the case that impressive past related work experience is more important for success in job application.

Through our research into different arrangements of written tests and job interviews, we have

found that international famous companies concentrate more on first hand impression of job applicants, while big Chinese companies think solid expertise and knowledge are more important. As a result, returned oversea students should change the emphasis on their own quality according to different kinds of employers. Also, small to medium-size companies in China usually skip the interview phase. As a result, for returned oversea students applying for this kind of companies, personal contacts and past related work experience tend to be more decisive.

6. Conclusion and Recommendations

6.1 Introduction

Our conclusion includes three closely correlated parts. In the first part, a finalized description of our research finding would be comprised of two folds: one is the trends featuring recruitment and selection process of high-tech companies in China and the other one is the current situation for returning overseas students in China nowadays.

6.1.1 Uniqueness of recruitment and selection process of high-tech companies in China

In step 1 job description, all our interviewed high-tech companies, regardless of their sizes and geographical appearances, have very goal-oriented recruitment requirements, so they are not likely to first enroll a general stuff and then train him of her into more specific positions. International companies and big Chinese companies usually have more vacancies in their recruitment and their recruitment events are more frequent.

In step 2 recruitment channels, accompanied by the information technology advancement, all the high-tech companies are using more and more internet resources in dissemination of recruitment information and collecting electronic CVs. In addition to regular recruitment channels, famous international companies, big Chinese companies as well as medium-size companies have extra but also indispensible recruitment channels, ranging from internal recruitment, insider employees recommendations, interaction with universities, etc. Both regular and extra recruitment channels give some indications for returning overseas students to get useful recruitment resources in a timely and efficient manner and to maximize their opportunities of being recruited.

In step 3 screen CVs, ranking of universities and past related experiences are two most important criteria for HR professionals from high-tech companies when assessing CVs. For three groups of companies we have categorized, different weights are given between these

two criteria. Though all the companies prefer students with top university background, due to the scarcity of such students, famous international companies and big Chinese companies are more concentrated on university ranking. Considering past related experience, famous international companies and big Chinese companies are less concerned with this because their strengths in their own training systems. Medium-size companies by contrast value experience graduate students considerably more.

In step 4 interviews and tests, phone interview and on-site interview are more common for famous international companies and big Chinese companies, though the sequence of interviews and tests varies between these two companies. Medium-size companies are bounded by their resource limits and often choose to skip the interview phase, and this also helps to explain why medium-size companies prefer experienced students.

6.1.2   The current situation for returning overseas students in China

In a general term, we find that the recognition and popularity of returning overseas students in China are declining in recent years. The manifestation of such declining is mainly in two aspects. One is employers' expectations for returning overseas students are declining, though the gratitude of declining varies across different disciplines; the other one is past preference for returning overseas students over local graduated students are diminishing. Another interesting finding is that overseas students from famous foreign universities are still popular in both the general public and employer companies in China.

This is the two parts we have found underlying the current situation of graduate students in China, especially for returning overseas students. In the second part of our conclusion, we will move on the illuminate the more in-depth culture background affecting returning overseas students in China and in the last part, a well balanced recommendation for returning overseas students in job hunting in China will be given.

6.2 Recommendations

Up to now, we have analyzed three major elements affecting job hunting situations for overseas students in China, i.e. the recruitment and selection process featuring high-tech companies in China, "Guanxi" as a nation-wide tradition in China, as well as the effect of applicants' self-assessment and a deep-rooted sense of Confucianism during job recruitment in China. While all these efforts, we try to construct an integrate picture to illuminate the detailed and most up-to-date job hunting situation faced by returning overseas students in China. More importantly, we spare more of our attention to provide job hunting suggestions based on our analysis for returning overseas students in China. Though job recruitment itself is relatively indivisible as a whole, in order to arrange our suggestions in a more effective way, we break down job recruitment and selection process into several phases and allocate the three above mentioned elements to each of these phases. Then, corresponding suggestions are given in each of these phases with the ultimate goal to enhance the probability of job hunting success for returning overseas students.

We divide the recruitment and selection process into four parts: 1) prior to formal job application; 2) preparations for CVs; 3) interview & written tests stage; 4) other negotiation.

The so called "prior to formal job application" for returning overseas students means finding accesses to recruitment information and get themselves noticed by target employers. As has already been mentioned in our recruitment channel analysis, currently in China the most effective channel to disseminate recruitment information is through internet recruitment agencies, so it is important that returning overseas students looking for a job keep close track with these internet recruitment agencies. Also the students are recommended to know that other recruitment channels than internet recruitment agencies still exist and they are quite important. Among them, we would like to highlight internal recommendation, which means that if a student can get some contact with employees who already work for the target employer and ask their recommendations for job application, then their chances of passing the preliminary selections round would be substantially increased. This internal recommendation is also in accordance with our analysis for "Guanxi" in company recruitment in China. As a

matter of fact, business today in China is still much based on inter-personal relationship, though the effect and importance of this relationship may vary among different companies, it is definitely crucial all the time. More specifically, international famous companies and big Chinese companies are less bounded with "Guanxi", while medium-size companies usually emphasize more on "Guanxi". As a result, students applying for different kinds of companies should coordinate their use of inter-personal relationship and "Guanxi" with different needs.

For preparations students' CVs, we set up a separate part to make some suggestions. During our interview with HR professionals from seven companies said that it is a well known fact that a large number of applicants even do have the mere chance to show their quality and capacity simply because their VCs are not organized good enough to earn them an interview. If we take the perspective of HR professionals, they are basically using subjective criteria as well as objective criteria when they are reviewing and selecting CVs. HR professionals' subjective views come from solid requirement of the job position, and in our former analysis, university rankings and past related work experience are two most important criteria, and also companies of different scales and geographical appearances put emphasize differently on these two criteria. As a result, when returning overseas students are applying for a job, especially for a job in high-tech companies, it is important that they strike a balance between their university rankings and their past related work experience. Especially for medium-size companies, students with average university rankings can effectively enhance their competitiveness by emphasizing more on their past work experience.

Besides the subjective criteria which HR professionals are taking into consideration when evaluating CVs, objective criteria also play important role. For HR professionals, objective criteria mainly refer to their own preference for job applicants, and this preference is largely based on HR professionals' value standards. According to our interviewees, one common problem they have discovered when looking through VCs from returning overseas students is that many of these students tend to brag their superiority and overseas experience. Some of these qualities may be valuable, but HR professionals think that too much emphasis on these would cause considerable uncomfortable and sometimes this is exactly why they rule out

applications from returning overseas students. At this point, we believe that HR professionals in China are more or less affected by the long-held traditional Chinese "Confucianism" culture, which says that people should be modest and do not show off. As a result, we recommend returning overseas students to avoid using too strong or too positive words to describe themselves in their CVs. In fact, according to what the HR professionals said, they would rather prefer a CV with more objective and plain description.

For the interview part, it is more of a direct contact with potential employers. Being granted with an interview generally means that the basic quality is recognized by the company, so an interview would concentrate more on the personality and characteristic part. According to our conversation with several HR professionals, this is the case even in high-tech companies in China. So from the applicants' perspective, in an interview more concentration should be given to correctly perceive the emotion of interviewers. In addition to those dos and don'ts that have been commonly known to all applicants in an interview, for returning overseas students looking for a job in China, special attention should be given to the possible crush of overseas culture and traditional Chinese way of thinking. As has been mentioned in the CVs screening part, nowadays a consensus among HR professionals is returning overseas students tend to have a too high self-perception. According to this, it would be beneficial for returning overseas students to act more moderately and avoiding put too much weight on their overseas experience. Another good advice is that in overseas culture, especially in western cultures, inter-personal relationship is more straight-forward, while in China, people prefer a more dedicated way to express themselves. For returning overseas students, it is advisable that they tune their ways of expression according to different company cultures and backgrounds. For example, HR professionals' expectations of job applicants' way in expression differ substantially among famous international companies, big Chinese companies and medium-size companies.

In high-tech companies specifically, written tests are aimed to evaluate the job-required skills of applicants. Generally speaking these tests are equal for both local students and returning overseas students. However, one thing worth noticing is that returning overseas students

should be careful to fit what they have learned overseas into the situations in China.

Finally, in other negotiations we would give our recommendations for students who have passed all the preliminary selection process and enter into a final negotiation stage with the employers, possibly with the CEO of a company. Such a negotiation generally concentrates on salary expectations, working time schedules, or post-recruitment training. Our recommendation in this part will be more based on how to get a relatively advantageous position in this negotiation and more importantly, how to avoid making principle mistakes so as to be ruled out by the potential employers at this very last stage. As what we have mentioned in our finding part, HR professionals' opinion is that they do not like extreme salary expectations. For returning overseas students, we think the more likely problem would be to ask for a too high salary. To avoid this, a close research into salary levels in comparable companies would be a good strategy. Besides, returning students should also pay attention to that contemporarily stuff training programs in China are mostly quite different from that in western countries. This situation might be less noticeable in China-based international companies, but in big Chinese companies and medium sized companies, such deviation may be prominent. In conclusion, adjustment in expectations for such deviations is quite necessary for returning overseas students.

6.3 Further Research

For further research, more types of companies should be researched instead of just high-tech companies and contribute to Non-government organizations.

References

Literature:

1. Albrow, M. (1990), *Max Weber's Construction of Social Theory*, St. Martin's Press, New York, NY.

2. Alvesson, M. and Sveningsson, S. (2008). *Changing Organizational Culture: Cultural change work in progress*, Routledge, 1ˢᵗ edition, p. 36

3. Anonymous (2008), *How to... Find Your Strengths and Weaknesses*, Journal: Occupational Health, Issn: 00297917, 2008, Volume: 60, Issue: 2, p. 24.

4. Arvey Richard D. and Campion James E., *the Employment Interview: a Summary and Review of Recent Research*, Personnel Psychology, 1982, Vol. 35, Issue 2, pp. 281-323

5. Beck and Moore (1985). *Linking the host culture to organizational variables*, In P.J Frost et al; Organisational Culture, Bever hills, California

6. Bjorkman and Lu, 1999 in Gouzhen Zhou (2006), *An Examination of HR Strategic Recruitment and Selection Approaches in China*, p. 38

7. Breaugh, J.A.; Starke, M., Research on EmployeeRrecruitment: So Many Studies, So Many Remaining Questions, Journal of Management Vol. 26, Issue: 3 pp. 405-434

8. Cable, Merle, D., (1995), *the Role of Person-Organization Fit in Organizational Entry*, Cornell University, pp. 13-14.

9. Caruth Donald L, Caruth Gail D (2009), *the Reemergence of Personality Testing as an Employee Selection Procedure*, SuperVision, Volume: 70 Issue: 3, pp. 9-13

10. Dennis,C.A, *Best Practice in the Resume Screening Process*, University of Georgia, http://209.85.129.132/search?q=cache:_dE-5rcp7NAJ:filebox.vt.edu/users/dgc2/staffinghandbook/screenresumes.doc+resume+screening&cd=1&hl=en&ct=clnk, page is unknown.

11. Dickie, C. and Dickie, L. (2005, pp. 1-12), *Recruitment and Selection Process in Australia and China: Rewards from Common Sense and Plain Dealing*, http://marketing.byu.edu/htmlpages/ccrs/proceedings05/dickie-dickie.doc

12. Edwards JR. (1991). Person–Job Fit: Aconceptual Integration, Literature Review, and Methodological Critique. In Cooper CL, Robertson IT (Eds.), International review of industrial and organizational psychology, 6 (pp. 283–357). New York: Wiley.

13. Erdogan, B., Bauer, T. N. (2005), *Enhancing Career Benefits of Employee Proactive Personality: the Role of Fit with Jobs and Organizations*, pp. 859-891.

14. Francis Harvey (1997). *National Culture Differences in Theory and Practice. Information Technology & People*, Vol. 10 No. 2, 1997, p. 133.

15. Fred Pamenter (1999), *Recruitment management, Ivey Business Journal*; Sep/Oct 1999, p. 61.

16. Fukuyama, F. (1995), *Trust: The Social Virtues and the Creation of Prosperity*, the Free Press, New York, NY. pp. 34-35

17. George R. Franke and S. Scott Nadler, (2008) *Culture economic development and national ethical attitudes*, Journal of Business Research 61, pp. 254-264

18. Glenn L. Starks (2007), *The Effect of Person–Job Fit on the Retention of Top College Graduates in Federal Agencies*, Review of Public Personnel Administration 2007; 27; 59, pp. 61.

19. Gouzhen Zhou (2006), *An Examination of HR Strategic Recruitment and Selection Approaches in China*, p. 38.

20. Hofstede, G.., (1994), *Culture and Organizations: Software of the Mind*, Harper Collins, London

21. Hofstede, G.., (2001), *Culture's consequences: comparing values, behaviors, institutions, and organizations across nations*. 2nd ed. BeverlyHills, CA: Sage Publications, pp. 9-10.

22. Karen Fleetfoot, *Understanding the Personal Interview: A Study for Managers Involved in the Hiring Process*,
www.srvc.net/mario/cis99a/Portfolio-Interview.doc, time and page is unknown.

23. Keenan A. (1979), *Initial Graduate Recruitment Interviews: Candidate Characteristics and Interview Outcomes*, Personnel Review, 1979, Vol. 8, Issue 1, p.14

24. Kinnvall. C (1995), *Cultural diffusion and political learning: the democratization of China*, p. 272.

25. Kristof AL. (1996). Person–Organization Fit: An Integrative Review of its Conceptualizations, Measurement and Implications. Personnel Psychology, 49, 1–49.

26. Kristof-Brown, A. L. (2000). Perceived application fit: Distinguishing between recruiters' perception of person-job and person-organization fit, Personnel Psychology, 53(3), pp. 643-671.

27. Kristof-Brown, A. L. (1997), *the Goldlocks Pursuit in Organizational Selection: How Recruiters Form and Use Judgments of Person-Organization Fit*, p. 4.

28. Lauver KJ, Kristof-Brown A. (2001). Distinguishing between Employees' Perceptions of Person–Job and Person–Organization Fit. Journal of Vocational Behavior, 59, 454–470.

29. Mueller, S. and Thomas, A. (2001), *Culture and entrepreneurial potential: a nine country study of locus of control and innovativeness*, Journal of Business Venturing, Vol. 16 No. 1, pp. 51-75.

30. Newell, S., *Assessment, Selection and Evaluation*,
In: Leopold, J. et al (2005), *the Strategic Managing of Human Resources*, Prentice Hall Financial Times, pp. 141-144.

31. Osunbiyi Samson K (2004). *In search of job: Linking Career Decision of European Graduates with Career Development*, Master thesis, Lund University, p. 27

32. Peacock, J. I., (2005), *Corporate Recruiters' Perceived Value of Study Abroad and International Travel Experiences*, Master Thesis, North Carolina State University, pp. 23-32.

33. Schein Edgar (1992). *Organisational culture and leadership*, Jossey-Bass (San Francisco)

34. Trompenaars, Fons, (1994), *Riding the Waves of culture: Understanding diversity in Global Business*, Burr Ridge; Irwin pp. 3-4

35. Tse (1998) book name and page is unknown, in Wong. Yim-Yu, et al (2008), *National culture and innovation capability: some observations concerning Chinese-Americans*, Vol. 31 No. 9, pp. 697-712.

36. Usunier, J.C. (1996), *Marketing Across Cultures, Pre4nitice Hall Europe*, 2nd edi.

37. Weber, M. (1946), *Bureaucracy*, in Gerth, H.H. and Mills, C.W. (Eds), From Max Weber: Essays in Sociology, Oxford University Press, New York, NY, pp, 196-224.
38. Weber, M. (1947), *The Theory of Social and Economic Organization*, (trans. Henderson, Parsons, A.M. and Talcott), 1st American edition, The Free Press, New York, NY.

39. Wong. Yim-Yu, et al (2008), *National culture and innovation capability: some observations concerning Chinese-Americans*, Vol. 31 No. 9, pp. 697-712.

40. Xiang Fang, et al., (2006), *Transition of knowledge/ skills requirement for entry-level is professionals: an exploratory study based on recruiters' perception*, The Journal of Computer Information Systems, Fall 2005; 46, 1; pp. 58-60.

41. Yancey George, B, Austin Mary. R.(2000), *The predictive power of hiring tools*, Credit Union Executive Journal, Year 2000,Volume 40,Issue 4, pp. 12-18

Internet:
1. Golden mean,
   http://www.thegoldenmean.com/why.html,

2. China higher-education student information, March 10th 2009,
   http://www.chsi.com.cn/lh/jy/200903/20090310/18840800.html

3. Job internet recruitment agencies, 2008,
   www.51job.com

4. Personal SWOT Analysis,
   http://home.yiiway.com/space-52-do-blog-id-242.html

5. SWOT,
   http://www.quintcareers.com/SWOT_sample.html

6. Oracle company website,
   http://www.oracle.com/index.html

7. NSFOCUS company website,
   http://www.nsfocus.net/

8. Vimicro company website,
   http://www.vimicro.com/english/

9. Wanji Tech. Limited company website,
   http://www.wanji.net.cn/

10. Google - Overview, Company Culture and History,
    http://jobsearchtech.about.com/od/companyprofiles/a/google.htm

11. Oracle Corporate,
    http://jobsearchtech.about.com/od/companyprofiles/p/oracle.htm

12. Ying Li, Mei Han, Chinese Academy of Social Sciences investigated the unemployment rate, Jan 2nd 2009, http://www.chinacourt.org/html/article/200901/02/338261.shtml

13. People's Republic of China National Bureau of Statistics, 2008 National Economic and Social Development Statistical Bulletin, Feb 26th 2009,
    http://www.stats.gov.cn/was40/gjtjj_detail.jsp?searchword=%B9%FA%C4%DA%C9%FA%B2%FA%D7%DC%D6%B5&presearchword=GDP&channelid=44193&record=1

14. Unemployment Rate: A Visual Guide to the Financial Crisis, WallStats.com, Jan 22nd 2009, http://www.mint.com/blog/finance-core/a-visual-guide-to-the-financial-crisis-unemployment-rates/

15. Julia Kollewe and Ashley Seager, Sharp rise in unemployment as financial crisis hits jobs market, Oct 15th 2008,
http://www.guardian.co.uk/business/2008/oct/15/unemploymentdata-recession

16. National Bureau of Statistics of China Anonymous, 2009,
http://www.stats.gov.cn/was40/gjtjj_detail.jsp?searchword=%C1%F4%D1%A7%C9%FA&channelid=6697&record=2)

17. Semi-structured interview, time and page is unknown,
http://www.westlothian.gov.uk/media/educationdocs/researchsemiinterviewdoc

Appendix 1

The letter to the interviewee from companies

A translation of the original letter.
Lund, Sweden, April 10th, 2009.

Hello!

We are Songxue Jiang, Ruili Wang and Xiao Zhou. All of us are from China and studying a Master Degree in Managing People, Knowledge & Change from Lund University, Sweden. We are interested in Human Resource Management very much. And now we are working on our master thesis which is about recruitment and selection and selection process. Research question of our thesis is: what are strengths and weaknesses of Chinese overseas students facing to the job recruitments in China, compared to graduates from Chinese local universities during financial crisis period? And research objective is to give some useful advice to help new return overseas students getting more chances to be successful in the recruitments and enter the companies in China by analyzing the whole data.

We plan to use a qualitative method to carry on our tasks. In order to collect data about Chinese overseas students who will hunt for a job in China soon, we will use semi-structured interview with HR recruiter or employees in your company for 45-60 minutes. Before that, please read our interview guide, which can make you more clear about our research aim and the reasons of this interview.

During the interview, we will record all of them, because that can increase the credibility of this thesis. And we will promise that the conversation between us is totally confidential. Your name will never be mentioned and nothing you say can be traced back to you. If you worry about the security of the record, we will destroy it after we finished the research.

We plan to have interview in April 2009. So if you have time to do this, we hope that you can send an e-mail to me and let me know as soon as possible. That would be great, if you can point out which day suits you.

In addition, if you have any questions, please contact me by smile10282002@hotmail.com
We are looking forward to your reply. Thank you so much!

Kind regards,
Songxue Jiang, Ruili Wang, Xiao Zhou

Appendix 2

Interview Guide—the company part
A translation of the original interview guide.

Background:
Work experience
Educational background
Main tasks in your current position

Recruitment and selection and selection process:
1. Is there any change happen your company's Human resource recruitment strategy comparing with before? If there are, what are the differences?

2. In your company, how many people in the recruitment and selection process? What kinds of people? (in both the interview and writing test)

3. Could you give us an introduction about the recruitment in your company? What is your opinion about it, including the advantages and disadvantages? (in both the interview and writing test)

4. Do you have special experience or impression when you recruit and select Chinese overseas students and graduates from Chinese local universities? Please give us some examples.

5. Do you think what advantages Chinese overseas students have (Compared to Chinese local universities)? What are their qualities you would like to get from them?

6. In your opinion, what is the biggest weakness of Chinese overseas students?

7. Two candidates are qualified to one position. One is from a Chinese famous university and another one graduated from an overseas university. How do you think about them and what is your choice?

8. According to your interview experience, what is the factor which overseas students most care about? Salary? Personal development?

Influence of financial crisis:
9. During this financial crisis period, do recruitment and selection policies in your company have any change? What are they and how do you think about these changes?