

The Global Transformation of Work: Market Integration, China's Rise, and Labor Adaptation

WEDNESDAY, MARCH 16, 2016

Bove Auditorium, Rutgers Business School (RBS), Newark Campus

- 6:00 Greetings
- Nabil Adam, Vice Chancellor of Research and Collaborations, Rutgers-Newark
 - James Hayton, Dean of SMLR
 - Lei Lei, Dean of RBS
 - Shuguang Wang, Board Member of CGCC & General Manager, Broad USA Inc.
- 6:15-8:00 **Forum** | Opportunities and Challenges of Chinese Multinationals in the U.S.
Chair: Chao C. Chen (Professor, Rutgers Business School)
- Lawrence Yu (Executive Director of Global Marketing, Lenovo)
 - Howard Finkel (Executive VP, COSCO)
 - Alex Yong Hao (Resident Partner, Jun He Law Offices)
 - Mary Watson (Executive Dean, The New School of Public Engagement)
 - Leigh Anne Liu (Professor, Georgia State University)
 - Ji Li (Professor, Rutgers Law School)
- 8:00 Reception

THURSDAY, MARCH 17, 2016

School of Management and Labor Relations (SMLR), Janice H. Levin Building, Livingston Campus, Rutgers-New Brunswick – Room 003 for joint sessions and stream 1 panels; room 103 for stream 2 panels

- 8:30-9:00 Registration & Breakfast
- 9:00-9:30 Welcomes by SMLR and Renmin Deans
- 9:30-11:00 **Plenary Addresses** | Meeting the Transformation of Work: Transforming Research?
- **Harry Katz** (Cornell ILR): Industrial Relations
 - **Anne Tsui** (U. of Notre Dame, Peking U. and Fudan U.): Management
- 11:00-11:15 Break
- 11:15-12:45 **Panel 1** [Streams 1 & 2 in Parallel]
- 12:45-2:00 Lunch Break
- 2:00-3:30 **Panel 2**
- 3:30-3:45 Break
- 3:45-5:15 **Panel 3**
- 5:20-6:50 **Panel 4**
- 7:30 Dinner in Christopher's Restaurant (Heldrich Hotel), New Brunswick

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8:00-8:30 Breakfast

8:30-10:00 **Panel 5**

10:00-10:15 Break

10:15-11:45 **Panel 6**

11:45-1:15 Conference Lunch and Discussion: “Where do we go from here?”

The Center Co-Directors discuss their vision for the Rutgers-Renmin Center for Global Work and Employment.

1:15-2:45 **Panel 7**

2:45-3:00 Break

3:00-4:30 **Symposium** | New China-Related Books on Global Work and Employment

Chair: Anil Verma (University of Toronto)

- **Mary Gallagher (2016)** *Authoritarian Legality: Law, Workers, and the State in Contemporary China*. Cambridge University Press, Forthcoming.
- **Marc Blecher.** *A World to Lose: Working Class Formation in China*. Forthcoming.
- **Cynthia Estlund (2016)** *A New Deal for China’s Workers?* Harvard University Press, Forthcoming.
- **Ji Li (2017)** *Surviving the Clash of Capitalisms: Chinese Investors in the US*. Cambridge University Press, Forthcoming.
- **Mingwei Liu & Chris Smith. Eds. (2016)** *China at Work: A Labor Process Perspective on the Transformation of Work and Employment in China*. London: Palgrave.

4:30-5:30 Reception & Networking

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Rutgers China Office
Rutgers Centers for Global Advancement and International Affairs (GAIA)
Rutgers Center for Chinese Studies



Panels in Stream 1: Collective Action in the New Global Economy

Levin Building, Room 003

THURSDAY, MARCH 17, 2016

11:15-12:45 Panel 1 | Cross-National Comparisons: New Pathways of Organized Combat

Chair: Janice Fine (Rutgers University)

- **Dorothy J. Solinger (UC Irvine)**, "State Gains, Labor Losses: China, France, Mexico, and East Europe in Comparison"
- **Immanuel Ness (City Univ. of New York)**, "Collective Action in Global Logistics"
- **Søren Kaj Andersen (University of Copenhagen)**, Christian Lyhne Ibsen and Jon Erik Dølvik, "The Complexities of Stability – How and Why Nordic Employers Stay Put"
- **Jonas Aissi and Rafael Peels (ILO)**, "Involving Workers' and Employers in Trade Policy: The Cases of TTIP and TPP"

2:00-3:30 Panel 2 | New Perspectives on Collective Action in China, Part 1

Chair: Mingwei Liu (Rutgers University)

- **Yujeong Yang and Mary Gallagher (University of Michigan)**, "Moving In and Moving Up? Labor Conditions and China's Changing Development Model"
- **Chunyun Li (LSE)**, "Cultures of Pragmatism? Pragmatic Chinese Worker Protest Leaders"
- **Xiaoyu Huang, Lihua Zhang, Anil Verma (University of Toronto)**, Wei Huang and Jinqiang Zhu, "Settling Strikes in China: the Role of Proactive HRM Practices"
- **Aaron Halegua (New York University)**, "Government-Sponsored Legal Aid and the Role of Labor NGOs in China: A Story of Displacement?"

3:45-5:15 Panel 3 | Representing Worker Interests in Europe

Chair: Sanjay Pinto (Rutgers University)

- **Richard Hyman (LSE)**, "Old and New Actors in Employee Representation: Rivals or Allies?"
- **Steen Nvrbjerg (University of Copenhagen)** and Trine Larsen, "The Effects of Union Mergers and Restructuring: A Bottom-up Perspective by Danish Shop Stewards"
- **Thomas Haipeter (University of Duisburg-Essen)**, "The Interests of White-Collar Workers and their Representation in the German Manufacturing Sector: New initiatives, Opportunity Structures, Framing and Resources."
- **Mark Vail (Tulane University)**, "From Liberalism to Liberalization: French and German Liberalism and Labor-Market Reform since the 1990s"

5:20-6:50 Panel 4 | Expert Panel: Collective Action in the Global Economy (Focus of JIR-CFP)

Chair: Tobias Schulze-Cleven (Rutgers University)

- **Rebecca Gumbrell-McCormick (Birkbeck)** and **Richard Hyman (LSE)**: Industrial Relations
- **Gary Herrigel (University of Chicago)**: Political Science
- **Nelson Lichtenstein (UC Santa Barbara)**: History
- **Gay W. Seidman (University of Wisconsin-Madison)**: Sociology

FRIDAY, MARCH 18, 2016

8:30-10:00 Panel 5 | New Perspectives on Collective Action in China, Part 2

Chair: David Bensman (Rutgers University)

- **Anita Chan (Australian National University)**, "Comparing Regular and Agency Workers' Working Conditions, Attitudes and Resistance: a Case Study of Chinese Auto Joint Ventures"
- **William Hurst (Northwestern University)**, "Second Image, Un-reversed, of 2008: China's New Economic Slowdown and the Politics of Labor"
- **Elaine Sio Ieng Hui (Penn State University)**, "Understanding the Role of Extra-Union Actors in Worker Collective Actions in China"
- **Kevin Lin (University of Technology Sydney)**, "Striking Strategies in Chinese Workers' Collective Actions"

10:15-11:45 Panel 6 | Linking Local Struggles to Global Agendas: Transient Solidarities

Chair: Charles Heckscher (Rutgers University)

- **Maite Tapia (Michigan State University)** and Mikhail Filipovitch "The End of Solidarity? Says Who? Four Cases of Solidarity and Power through Collective Action"
- Hui Xu, Sabrina Zajak and **Chris K.C. Chan (City University of Hong Kong)**, "Transformation of Labor Relations and Transnational Solidarity in China"
- **Rebecca Gumbrell-McCormick (Birkbeck)**, "The ITUC and the Challenge of China"
- **Sid Rothstein (University of Pennsylvania)**, "How Neoliberalism Works: Eroding Workers' Strategies to Regulate Employer Discretion"

1:15-2:45 Panel 7 | Labor Strategies Cross-Nationally

Chair: Rebecca Givan (Rutgers University)

- **Ken Dubin (Anglia Ruskin University)** and Tobias Schulze-Cleven, "The Politics of Labor Market Dualization: Spanish and German Lessons from the Great Recession"
- **Stefan Schmalz (University of Jena)** and Marcel Thiel, "IG Metall's Comeback: A Power Resource Perspective"
- **Nelson Lichtenstein (UC Santa Barbara)**, "The Demise of Tripartite Governance and the Rise of the Corporate Social Responsibility Regime"
- **Jamie McCallum (Middlebury College)** and Marissa Brookes, "Labor Beyond Borders: A Critical Review of The New Global Labor Studies"

Panels in Stream 2: HRM in MNCs in and from China

Levin Building, Room 103

THURSDAY, MARCH 17, 2016

11:15-12:45 Panel 1 | Chinese MNCs Abroad: Use of Expatriates and Local Employees

Chair: Fang Lee Cooke (Monash University)

- **Yu Zheng and Chris Smith (University of London)**, "Tiered Expatriation: Overturning the Orthodoxy on Expatriate Use through the Case of Chinese MNCs"
- **Yanyuan Cheng (Renmin University)**, Jiaojiao Feng and Fuxi Wang, "The Factors that Impact Motivations of Bank of China Expatriates and its relevant HR Policy: A Case Study of the Bank of China"
- **Jing Betty Feng (Farmingdale State College)** and **Leigh Anne Liu (Georgia State University)**, "Multilevel Cultural Fit and Employees Engagement: An Exploratory Study of Talent Management of Chinese Firms in the United States"

2:00-3:30 Panel 2 | Foreign MNCs in China: Employment Relations and Human Resources

Chair: Randall Schuler (Rutgers University)

- **Fang Lee Cooke (Monash University)** and Yuhua Xie, "From Quality to Cost? The Evolution of Walmart's Human Resource Practices in China and its Impact on Industrial Relations (1996-2015)"
- **Christian Lévesque (HEC Montréal)** and Hu Hao "Employment Relations Institutions in Transition within MNCs: A Comparative Study of China and Mexico"
- **Ramsin Yakob (University of Gothenburg)**, "Fostering Local Managerial Capacity in China through Knowledge-Collectivities."
- **Jie Feng (Rutgers University)**, Xu Jiang, and Emily Rosado-Solomon, "Entrepreneurial Orientation, Patterns of HRM Practices and Firm Performance: Evidence from Domestically Owned Companies and Multinational Corporations in China"

3:45-5:15 Panel 3 | Expert Panel Discussion: Global Strategic HRM (Focus of HRM-CFP)

Chair: James Hayton (Rutgers University)

- **Susan Jackson (Rutgers University)**
- **Randall Schuler (Rutgers University)**
- **Elaine Farndale (Penn State University)**

5:20-6:50 Panel 4 | Chinese MNCs: HRM at Home and Abroad

Chair: Leigh Anne Liu (Georgia State University)

- **Lisa Qixun Siebers (Nottingham Trent University)**, "HRM Practices of Chinese Firms in Eastern and Southern Africa: Cases of Kenya, Zambia, and South Africa"
- **Natalie Koeppe (Toulouse Business School)**, and Akram Al Ariss, "Talent Management Strategies of German MNCs in China: A Study of Headquarters-Subsidiary Relations"
- **Frithjof Arp (University of Nottingham)**, "Knowledge transfer through foreign experts: The role of support for geocentric HRM at different organizational hierarchy levels in the headquarters of Chinese firms"
- **Yongqian Tu (Renmin University)**, "HRM Revolution of Chinese MNCs: Case Studies of Huawei and Haier"

FRIDAY, MARCH 18, 2016

8:30-10:00 Panel 5 | MNCs in and from China: HRM Standardization vs. Localization

Chair: Stephen Frenkel (University of New South Wales)

- **Sunwook Chung (Sogang University)** and **Sunghoon Kim (UNSW)**, "Localization is a Journey: Korean MNC's Human Resources Localization in China"
- **Zaheer Khan, Rekha Rao-Nicholson, Shlomo Y. Tarba (University of Birmingham)**, and **Geoffrey Wood**, "HRM Practices of Chinese MNCs in Developed Markets: Standardization versus Adaptation Debate Revisited"
- **Can Ouyang (Cornell University)** and **Mingwei Liu**, "Strategic Intent, Resource Dependence, and Pathways to Local Responsiveness: Chinese Multinationals in a Developed Market"
- **Yan Chen (Rutgers University)**, **Mingwei Liu** and **Can Ouyang**, "Testing Institutional Theory: Sources of Isomorphic Pressures and Localization of Human Resource Management in U.S. Subsidiaries of Chinese Multinational Companies"

10:15-11:45 Panel 6 | Employment Relations in Foreign MNCs in China

Chair: Mingwei Liu (Rutgers University)

- **Xiaoyu (Sherry) Guan** and **Steve Frenkel (UNSW)**, "Managing Labor Standards in China: An Exploratory Analysis"
- **Shih-Wei Pan (Chinese Culture University)**, "Politics of Corporate Social Responsibility and Industrial Relations of Taiwanese Manufacturers in China: Trapped between Brands, NGOs and the State"
- **Tony Fang (Memorial University)**, **Ying Ge** and **Youqing Fan**, "The Cooperative Roles of Chinese Unions in Multinational Corporations"
- **Ying Chen** and **Yun-Kyoung Kim (UIUC)**, "The Antecedents of Propensity to Strike in MNCs-based in China: A Relational Perspective"

1:15-2:45 Panel 7 | HRM in MNCs in and from China: Theoretic Perspectives

Chair: Chao C. Chen (Rutgers University)

- **Leigh Anne Liu (Georgia State University)**, "Cultural Perspective"
- **Mingwei Liu (Rutgers University)**, "Institutional Perspective"
- **Fang Lee Cooke (Monash University)**, "Integrating Theoretic Perspectives"