



**THE OHIO STATE UNIVERSITY**

FISHER COLLEGE OF BUSINESS

**MHR 4321: International Labor and Human Resource Management  
Spring 2018**

Tuesdays and Thursdays, 8:00am-9:20am, Mason Hall 405

Professor Tashlin Lakhani  
Fisher College of Business  
736 Fisher Hall  
Email: [lakhani@fisher.osu.edu](mailto:lakhani@fisher.osu.edu)  
Office Hours: By appointment

**Course Description:**

This course provides an introduction to leading and managing human resources across borders, with an emphasis on the strategies and practices of multinational corporations (MNCs). We will examine the unique opportunities and challenges of operating in a global economy and the ways in which cross-national differences in institutions and cultures shape MNC approaches to business and human resource management (HRM). The course will begin with an examination of the context of international human resource management, including the effects of globalization and national institutions on HRM. We will explore how organizations respond to environmental complexities and the challenges of transferring practices across national boundaries. We will also examine the challenges of managing employees on a global scale, including international assignments and global knowledge management. Then, we will examine HR issues and activities related to the increasing use of inter-organizational arrangements such as cross-border alliances, outsourcing, and global value chains. Finally, we will discuss the growing influence of supra-national institutions, such as the International Labour Organization (ILO), and “soft” regulation, such as corporate codes of conduct, on firm strategies and outcomes. The course will conclude with an analysis of future trends and challenges in international human resource management.

**Course Objectives:**

- Explain the nature and scope of globalization and its impact on business and HR strategies.
- Analyze how differences in national institutions and cultures affect firms’ choices of HR strategies and outcomes.
- Evaluate the opportunities and challenges of managing a global workforce.
- Understand how international HR policies and practices contribute to the success of MNCs.

**Required Readings:**

Readings will be available online. These readings include case studies, articles from professional and academic journals, and book chapters. Many of these will be free and posted on the Canvas course site or available through the OSU library. Some articles and/or cases will need to be purchased through Harvard Business Publishing at: <http://cb.hbsp.harvard.edu/cbmp/access/72753828>

## Course Evaluation:

Exam	25%
Case Memos	40%
Group Case Presentation	10%
Class Participation	25%

### Exam (25%):

There will be one exam covering the concepts you have learned throughout the semester. The exam will cover all course materials, including assigned readings (articles and cases) and class discussions. The exam may consist of multiple choice, true/false, short answer and essay style questions. The exam will be held in class on Thursday, April 5.

### Case Memos (20% each):

Students will write two 5-page analytical case memos. Memos are due at the beginning of the class discussion. The first memo will be due on February 15 and the second memo will be due on April 19. Questions and additional instructions for these cases will be handed out in class.

### Group Case Presentation (10%):

In addition to the individual case memos, students will work in groups to present the analysis of one of the cases in class. The grade for this assignment will be based on the quality of your analysis and presentation. Group evaluations of member participation will be reflected in individual grades. Presentations should be approximately 15 minutes long and are intended to initiate the class discussion for that day. Slides for each group presentation will be posted on Canvas after the class discussion. All students, whether presenting that day or not, are expected to prepare the case and actively engage in discussion with the group and class. Presentation dates are listed in the course schedule below. A sign-up sheet will be passed around during the second week of class.

### Class Participation (25%):

Attendance and class participation are important components of the learning process in this course. Attending class alone is not sufficient to earn you a high participation grade. Students are expected to come to class having read the assigned materials, including articles and any assigned cases, and should be prepared to discuss them. Students will be graded on the quantity and quality of their participation in class. Quality will be assessed on your ability to add substantively to class discussions. Examples include contributing new ideas or thoughts, integrating comments with others' comments in the class, and connecting the discussion to material covered in previous classes. I will call on students but voluntary participation is most important for your grade. Please note: participation grades will not be handed out during the semester. It is your responsibility to ask for feedback on your contributions. If you have language barriers or experience difficulty speaking up in class, please come see me as early as possible in the semester so that we can work on strategies for improving your class participation. I reserve the right to use pop-quizzes, the scores of which will be added to your participation grade.

**Deadlines:** The exam must be taken on the scheduled day and time, and case memos are due at the start of class on the assigned date. No make-up exams or late assignments will be accepted unless there is a legitimate, documented excuse. All exceptions must be cleared with me prior to the due date.

**Grade Appeal Policy:** If you think your grade on an exam or assignment does not reflect the quality of your performance, you may submit an appeal. Submit a clear written explanation of what you are appealing and your reasoning within one week after the return of your exam or assignment. I reserve the right to re-grade all portions of an assignment or test. There will be no grading appeals after the one-week deadline has passed.

**Seating Arrangements:** Please try to sit in the same seat each day. This will help keep track of class participation. Please sit in your preferred seat by the third day of class. I will create a seating chart on that day.

**Office Appointments:** I am available to discuss any issues on an individual basis after class or in my office. Please e-mail me to make an appointment for an office visit. To allow me to better prepare for your visit, please include in your email the topic you would like to discuss.

**OSU Disability Policy:** The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; [slds.osu.edu](http://slds.osu.edu); 098 Baker Hall, 113 W. 12th Avenue.

**Academic Misconduct:** The Ohio State University's Code of Student Conduct, Section 3335-23-04 defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an "excuse" for academic misconduct. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University's Code of Student Conduct may constitute "Academic Misconduct." Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. For more information, please reference: <http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement>

## Course Schedule and Assignments

Please note, the schedule below may change as we proceed through the course. Additional readings may be assigned and will be handed out in class or put on Canvas. You will be notified in advance of any changes and an updated syllabus will be available on Canvas.

Class	Topic	Assigned Readings & Cases
1/9	Course Overview	None
1/11	Developing a Model of International Human Resource Management	Skim pages 717-728 of: Schuler, R. S, and Tarique, I. (2007). "International Human Resource Management: A North American Perspective, a Thematic Update and Suggestions for Future Research." <i>International Journal of Human Resource Management</i> , 18, 717-744.
1/16	Globalization: What is it? What does it mean?	<p>Friedman, T. (2005). "It's a flat world, after all." <i>The New York Times Magazine</i>.  <a href="http://www.nytimes.com/2005/04/03/magazine/03DOMINANCE.html?pagewanted=1">http://www.nytimes.com/2005/04/03/magazine/03DOMINANCE.html?pagewanted=1</a></p> <p>Ghemawat, P. (2007). "Why the world isn't flat." <i>Foreign Policy</i>.  <a href="http://www.foreignpolicy.com/articles/2007/02/14/why_the_world_isnt_flat#sthash.nSl50j0X.dpbs">http://www.foreignpolicy.com/articles/2007/02/14/why_the_world_isnt_flat#sthash.nSl50j0X.dpbs</a></p> <p>Held, David, and McGrew, Anthony. "Globalization." <i>Oxford Companion to Politics</i>: <a href="http://www.polity.co.uk/global/globalization-oxford.asp">http://www.polity.co.uk/global/globalization-oxford.asp</a></p>
1/18	Globalization: Convergence vs. Divergence of HRM in MNCs	Case: Royle, Tony. (2006). "The Dominance Effect? Multinational Corporations in the Italian Quick-Food Service Sector." <i>British Journal of Industrial Relations</i> , 44(4):757-779.
1/23	Culture at Work	<p>Pages 23-36 of: Thomas and Lazarova. (2014). "Chapter 2: Cultural and Institutional Context of Global Human Resource Management." <i>Essentials of International Human Resource Management: Managing People Globally</i>. Sage Publications Inc. Pp. 23-46.</p> <p>Also see: <a href="http://geert-hofstede.com/national-culture.html">http://geert-hofstede.com/national-culture.html</a></p> <p><b>In Class Exercise:</b> Cultural Constraints in the Workplace</p>
1/25	Culture at Work: National vs. Corporate Culture	Schneider, S.C. (1988). "National vs. Corporate Culture: Implications for Human Resource Management." <i>Human Resource Management</i> , 27(2), 231-246.
1/30	Case: HRM in Greece	Case: Myloni, Barbara, Harzing, Anne-Wil and Mirza, Hafiz. (2004). "Human Resource Management in Greece: Have the Colours of Culture Faded Away?" <i>International Journal of Cross Cultural Management</i> , 4: 59-76
2/1	National Institutions	<p><b>Presentation Group 1</b></p> <p>Pages 36-43 of: Thomas and Lazarova. (2014). "Chapter 2: Cultural and Institutional Context of Global Human Resource Management." <i>Essentials of International Human Resource Management: Managing People Globally</i>. Sage Publications Inc. Pp. 23-46.</p>

2/6	Case: Institutions Meet Strategy	<p>Case: Greg J. Bamber, G., J. Gittell, T. Kochan and A. von Nordenflycht. (2009). "Contrasting Management and Employment-Relations Strategies in European Airlines." <i>Journal of Industrial Relations</i>, 51:635-49.</p> <p><b>Presentation Group 2</b></p>
2/8	Home vs. Host Country Effects: Transferring HR Practices Across Borders	<p>Ferner, A., and Almond, P. (2007). "Managing People in U.S.-Based Multinationals: The Case of Europe." <i>Perspectives on Work</i>, Summer, p. 4-6.</p> <p>Case: Almond, P., Edwards, T., Colling, T., Ferner, A., Gunnigle, P., Muller, M., Quintanilla, J. and Waechter, H. (2005). "Unravelling Home and Host Country Effects: An Investigation of the HR Policies of an American Multinational in Four European Countries." <i>Industrial Relations: A Journal of Economy and Society (Berkeley)</i>, 44, 2, 276-306.</p> <p><b>Presentation Group 3</b></p>
2/13	No Class – Work on Memos	
2/15	<b>Case Memo #1</b> <b>Due: Lincoln Electric</b>	<p>Case: Bartlett, C., and O'Connell, J. (1998). "Lincoln Electric: Venturing Abroad." HBS 9-398-095. [access case via HBS course website]</p>
2/20	Recruitment and Selection: International Assignments	<p>Reiche, Sebastian, and Harzing, Anne-Wil. (2011). "International Assignments." Harzing, A.W.K. and Pinnington A. (ed.), <i>International Human Resource Management (3rd edition)</i>, London: Sage Publications.</p> <p>Osland, J.S. (2000). "The Journey Inward: Expatriate Hero Tales and Paradoxes." <i>Human Resource Management</i>, 29(2&amp;3), 227-238.</p>
2/22	Recruitment and Selection: Global Staffing	<p>Pucik, V. (1997). "Human Resources in the Future: An Obstacle or Champion of Globalization?" <i>Human Resource Management</i>, 36(1), 163-167.</p> <p>Becht, B. (2010). "Building a Company Without Borders." <i>Harvard Business Review</i>, 88(4), 103-106.</p> <p><u>In Class Case Discussion</u>: Brunt Hotels</p>
2/27	Global Knowledge Management	<p>Bjorkman, Evans, and Pucik. (2011). "Chapter 10: Managing Knowledge in Multinational Firms". Harzing, A.W.K. and Pinnington A. (ed.), <i>International Human Resource Management (3rd edition)</i>, London: Sage Publications. Pp. 346-376.</p>
3/1	Case: Knowledge Management at Danone	<p>Edmondson, A., B. Moingeon, V. Dessain, and A. D. Jensen. (2008). "Global Knowledge Management at Danone." HBS 9-608-107. [access case via HBS course website]</p> <p><b>Presentation Group 4</b></p>
3/6	Cross Border Alliances	<p>Schuler, Randall S, Tarique, Ibraiz, and Jackson, Susan E. (2004). "Managing Human Resources in Cross-Border Alliances", In (Ed.) 3 (<i>Advances In Mergers &amp; Acquisitions, Volume 3</i>), Emerald Group Publishing Limited, Pp.103-129.</p>
3/8	Case: The Make or Buy Decision	<p>Case: Stanford Graduate School. (2009). "Scaling: How China-Based VanceInfo Grows Big Fast." Case HR-34. [access case via HBS course website]</p> <p><b>Presentation Group 5</b></p>

3/13	No Class – Spring Break	
3/15	No Class – Spring Break	
3/20	Outsourcing and International HRM	Doellgast, V. and H. Gospel. (2010). “Outsourcing and International HRM.” <i>International Human Resource Management: Globalization, National Systems and Multinational Companies</i> , 2nd edition. T. Edwards and C. Rees, eds. Essex: Pearson.  Adler, P. (2003). “Making the HR Outsourcing Decision.” <i>MIT Sloan Management Review</i> . Fall, 45(1): 53-60.
3/22	Case: Outsourcing HR and Business Services	Case: DeLong, T., W. Bracken, A Cabanas, P. Shellhammer, D. Ager. (2005). “Procter and Gamble: Global Business Services.” HBS Case 9-404-124. [access case via HBS course website]  <b>Presentation Group 6</b>
3/27	Case: Wal-Mart	In Class Film: “Is Wal-Mart Good for America?”
3/29	Case: Wal-Mart	Debate: Wal-Mart and the Global Economy
4/3	Exam Review & Study Period	
4/5	<b><u>Exam</u></b>	
4/10	Soft Regulation: International Labor Standards	Kuruvilla, S., & Verma, A. (2006). “International Labor Standards, Soft Regulation, and National Government Roles.” <i>Journal of Industrial Relations</i> , 48(1), 41-58.  Human Rights Watch. (2010). US: European Corporate Hypocrisy: Global Firms Violate International Labor Standards in America. September 2, 2010: <a href="http://www.hrw.org/en/news/2010/09/01/us-european-corporate-hypocrisy">http://www.hrw.org/en/news/2010/09/01/us-european-corporate-hypocrisy</a>
4/12	Soft Regulation and Corporate Social Responsibility: Codes of Conduct	Lance Compa. (2008). “Corporate Social Responsibility and Workers’ Rights,” <i>Comparative Labor Law and Policy Journal</i> 30:1.  Case: Locke, R., T. Kochan, M. Romis, and F. Qin. (2007). “Beyond Corporate Codes of Conduct: Work Organization and Labour Standards at Nike’s Suppliers.” <i>International Labour Review</i> , 146 (1-2): 21-40.  <b>Presentation Group 7</b>
4/17	No Class – Work on Memos	
4/19	<b><u>Case Memo #2</u></b> <b><u>Due: Apple</u></b>	Case: Apple and its Suppliers in China