

Kick-Off, MSc Seminar Major Management Transformation of Work

Prof. Dr. Julia Backmann

I Universität Münster I Transformation of Work I
Center for Business Transformation in Times of Radical Change



Dr. Felix Hoch

Research interests:

- Diversity
- Leadership
- Virtual Teams
- 4-Day-Week



**Prof. Dr. Julia
Backmann**

Research interests:

- Leadership and (team) collaboration in challenging times
- Technological change
- Change management



Matthias Sinnemann

Research interests:

- Virtual Teams
- Reward Structures
- Digital nomads
- Workation

Seminar Overview

Format

- Language: English
- 12 ECTS in Major Management (PO Master (2010))

Application Process

- Complete application form between 14 May 12 pm to 26 May 11:59 pm on CfM page: (www.wiwi.uni-muenster.de/cfm/)
- ToW Seminar: you may indicate priority topics
- ToW Seminar maximum capacity: max. 50 slots
- Students will be assigned to seminars in mid-June

Assessment

- Group presentation
- Seminar thesis in groups
- Groups of 4-5 members



Approach

Topics

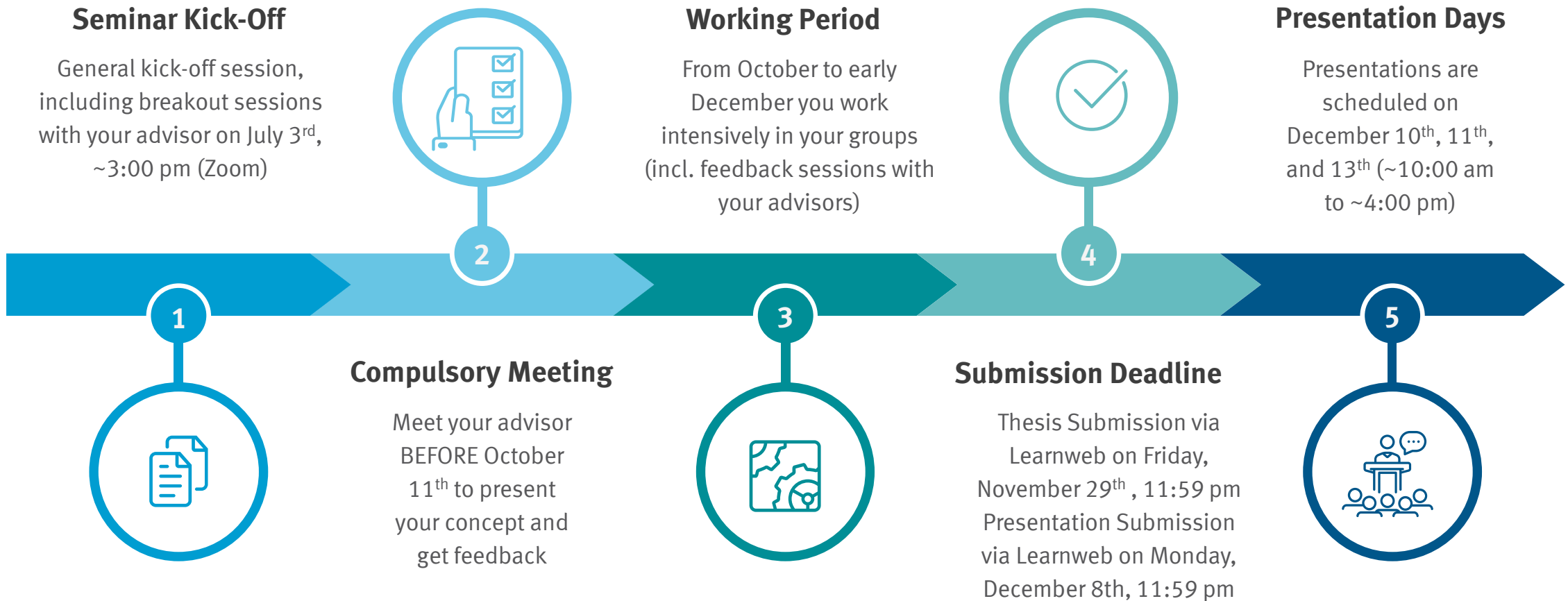
- Each topic reflects research interests at ToW

Learning Objectives

- Understand research methods
- Develop and answer research questions drawing on theory, prior work, and own empirical work
- Learn how to design research projects and conduct research
- Prepare for Master Thesis

Continuous Guidance

- Each group will be assigned to one of the two advisors, who will provide guidance throughout the research and data analyses phases.
- Each advisor is expert in her/his field and will help to understand and apply methods.



Literature:

- Identify relevant literature
- Establish understanding of topic



Theory & Hypotheses/Conceptual Model:

Identify underlying theory / lit stream
Quant: develop hypotheses & model



Research Design:

Develop research design
Create data collection / coding plan



Analyze:

Analyze data
Quant: test hypotheses;
Qual: develop empirical model



Submission:

Presentation: November 29th 11:59 pm
Thesis: December 8th 11:59 pm

} Prepare
presentation
and thesis

Please schedule a meeting with your advisor (Felix or Matthias) before October 11th, 2024.

You are required to informally present and discuss your:

- Outline of the seminar thesis
- Hypotheses (if applicable) and theoretical background
- Concept of the research design



Before you collect/code any data, please get approval on your research design to avoid mistakes!

Please share a summary of the above listed information at least 24 hours in advance of your meeting. You will receive feedback to refine your work.

This meeting is compulsory, but will not be graded. Feedback from your advisor is not limited to this meeting. **It is your responsibility to schedule a meeting!**

Formal Requirements

- Length: approx. 30 pages (excluding bibliography and appendix)
- Please adhere to the ToW style guide
- One submission per group
- Indicate who took the lead in writing each chapter/sub-chapter

Content (to be covered)

- Relevance of the topic
- Potential research gap and contributions
- Short literature review/theoretical background
- Hypotheses/propositions (if applicable)
- Methodology (incl. analytic strategy)
- Results
- Discussion:
 - Theoretical implications
 - Practical implications
 - Future Research
 - Limitations
 - Conclusion

Grading Criteria

- Compliance with formal requirements (incl. appropriate use of literature and references)
- All relevant content areas addressed
- Clear definition of terms
- Critical discussion and evaluation of topic
- Hypotheses derived from theory and prior literature
- Sound conduction of scientific analyses and presentation of findings (incl. data collection / coding)
- Use of supporting tables, graphics etc.
- Clear structure of thesis (and common threat)





Formal Requirements

- Presentation in groups of 4-5 students – everyone has to present.
- Duration: max. 30 min (followed by discussion)

Content (to be covered)

- The content of the presentation encompasses the same content areas as the seminar thesis
- Additionally, please create an engaging presentation by including (case) examples/anecdotes
- You may include a short interactive activity

Grading Criteria

- Structure and content of presentation
- Presentation no longer than 30 minutes
- Presentation design (clear and appealing visualization)
- Individual presentation (timing, style of presentation (don't read!), contributions during discussion)
- Active participation in discussion

Quantitative vs. Qualitative Analysis



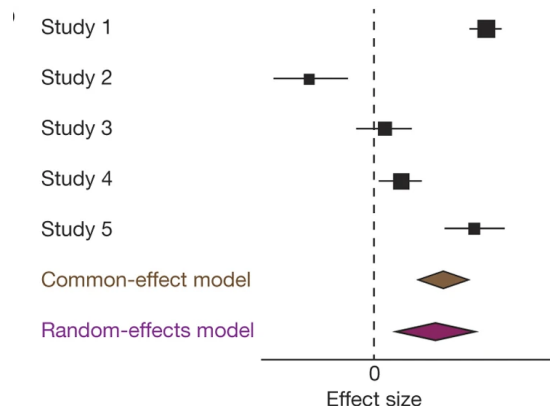
Quantitative	Qualitative
Numerical data: establish statistical relationships	Non-numerical data: e.g. opinions, perceptions and experiences
Measurement: standardized instruments	Measurement: Flexibility and in-depth exploration of a particular topic
Sample size: Large	Sample size: Small
Data analysis: statistical techniques (Multiple linear regressions including mediation and moderation analysis)	Data analysis: coding, categorization, and thematic analysis
Aim: quantify relationships, make predictions, and test hypotheses	Aim: explore complex social phenomena, understand subjective experiences
Recommended Software: SPSS, R, or Stata (Usage of other software possible)	Recommended Software: MaxQDA

Basic Idea

Meta-analysis is a quantitative method, where effect sizes are not estimated based on primary data but synthesized from the effect sizes of existing primary studies.

Approach

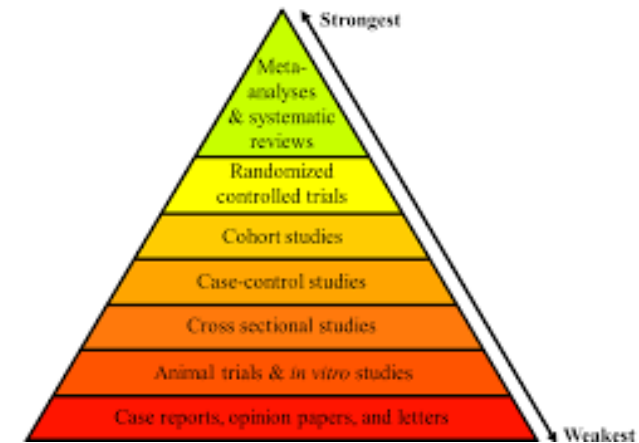
1. Comprehensive search for primary studies
2. Coding of effect sizes and potential moderators
3. Synthesis of effect sizes
4. Moderator and/or mediator analysis



Advantages (and Challenges)

- No need for collection of primary data, you only need enough quantitative primary studies on the topic
But: Data collection in the form of searching and coding primary studies
- Opportunity to examine contextual moderators that would be difficult to capture in primary research (e.g., org- or country-level factors)
- Considered to be stronger evidence than single studies
But: Dependent on the quality of primary studies
- Clear guidelines and best practices for every step of the analysis
- Nice methodology for a master's thesis

Hierarchy of Scientific Evidence



Topics

The Future of Human Resource Management

TOPICS

- 1) Artificial intelligence in human resource management (Qualitative)
- 2) Work flexibility in human resource management (Quantitative)
- 3) Skill development in human resource management (Qualitative)
- 4) The Influence of remote work on work productivity (Meta-Analysis)

METHODS

- **Topic 1& 3:** Creation of a semi-structured interview guideline & qualitative analysis of interviews
- **Topic 2:** Creation of an online survey & quantitative analysis of survey data
- **Topic 4:** Meta-analysis on possible mediators and moderators that determine the influence of remote work on work productivity

Creative Problem-Solving

TOPICS

- 5) Team creative problem-solving: An empirical investigation on its antecedents (Quantitative)
- 6) Prosocial motivation and problem-solving (Qualitative)
- 7) The role of feedback in problem-solving (Qualitative)
- 8) A comparison of human vs AI evaluation of problem-solving ideas (Quantitative)

METHOD

Topic 5: Video observation of teams in an experimental setting & subsequent quantitative analysis
Topic 6 & 7: Coding and subsequent quantitative analysis of data based on an existing experimental dataset
Topic 8: Coding qualitative survey responses (human and AI-based) and conducting a quantitative comparison.

Employer Attractiveness

TOPICS

- 9) The effects of job design and advertisement on recruiting outcomes (Meta-Analysis)
- 10) The effects of advertising a 4-Day-Week on potential applicants (Quantitative)

METHODS

- **Topic 9:** Meta- Analysis
- **Topic 10:** Design of a vignette study, pretest of study design & quantitative analysis of collected data



1. **Artificial Intelligence** can streamline repetitive HR tasks like resume screening, scheduling interviews, and employee onboarding, freeing up HR professionals' time for more strategic initiatives.
 - How is AI currently used in human resources in SME's? Why are employees (not) utilizing AI? What are the opportunities and challenges?
2. **Offering flexible work arrangements** can attract top talent and improve employee satisfaction, leading to higher retention rates.
 - What kind of flexible work arrangements are currently present in SME's? What influence do the new ways of working (remote work, workcation, reduced work hours etc.) have on employees well-being and processes within organizations?
3. **Developing human ressource skills** like data analysis, change management, and leadership enables HR professionals to act as strategic partners within organizations.
 - What skills do HR employees need? How have the skills developed over time?
4. **Remote work** has become a common reality in modern human resource management. However, its effects on productivity are still unclear.
 - What are processes mediating and contextual factors moderating the effects of remote work on productivity?



5. **Creative problem solving** is essential in organizations, which is why the relevance of teamwork is continuously increasing
 - Which processes promote and inhibit creative problem solving in teams? Which characteristics determine their influence?
6. **Prosocial motivation** might affect the nature and quality of generated ideas.
 - Are ideas generated under prosocial motivation better or more creative? Or are they just different, and if so, how?
7. **Feedback** can have positive or negative effects. Negative feedback might push you to further improve or destroy your motivation.
 - How do justified or unjustified positive and negative feedback on generated ideas affect future problem-solving?
8. **AI** may be an important tool in creative problem-solving processes of the future. But how does AI evaluate human problem-solving ideas?
 - How does the evaluation of ideas differ between humans and AI



9. **Job design and job advertisements** are important tools in the war for talents.

- Which job characteristics are especially important to improve recruiting outcomes? Which information should job advertisements convey to attract potential applicants?

10. **The 4-Day-Week** is currently discussed as a potential tool to attract potential applicants, especially for challenging jobs with a shortage of skilled labor.

- Are job advertisements highlighting a 4-day-week more attractive for potential applicants? How does this effect depend on contextual factors, such as the specific 4-day-week model or personal circumstances of the applicant?

- Group allocation based entirely on top 3 preferences: no consideration of preferred group members
- In case of exchange semester, virtual participation possible

Questions?