

# Kick-Off, MSc Seminar Major Management Transformation of Work

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



**Johannes Hüby**

**Research interests:**

- Work Flexibility
- Work Time Reduction
- 4-Day-Week



**Prof. Dr. Julia Backmann**

**Research interests:**

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



**Dr. Matthias Sinnemann**

**Research interests:**

- Virtual Teams
- Reward Structures
- Digital nomads
- Artificial Intelligence

## Seminar Overview

### Format

- Language: English
- 12 ECTS in Major Management
- No virtual participation

### Application Process

- Complete application form between 20th January to 8<sup>th</sup> February 11:59 pm on CfM page: ([www.wiwi.uni-muenster.de/cfm/](http://www.wiwi.uni-muenster.de/cfm/))
- ToW Seminar: You may indicate priority topics and priority team members
- ToW Seminar maximum capacity: max. 50 slots
- Students will be assigned to seminars on February 20th

### Assessment

- All presentations in person
- Group presentation (40% of grading)
- Seminar thesis (30 Pages +/- 10%) in groups (60% of grading)
- Group size: 4-5 members



## Approach

### Topics

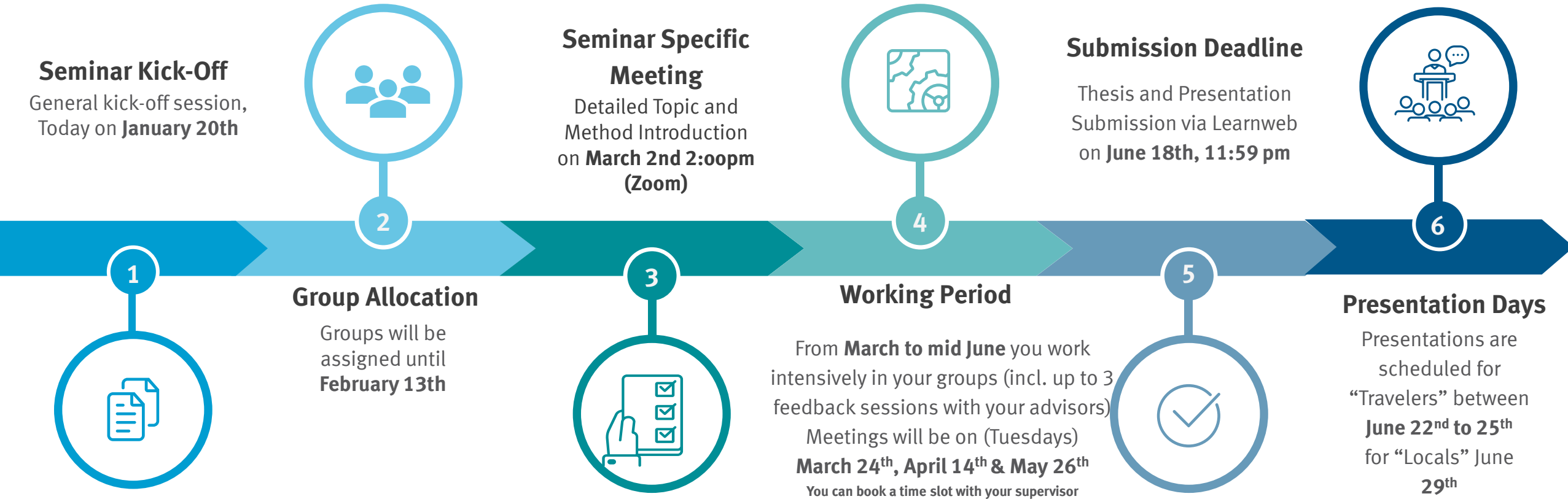
- Each topic reflects research interests at ToW

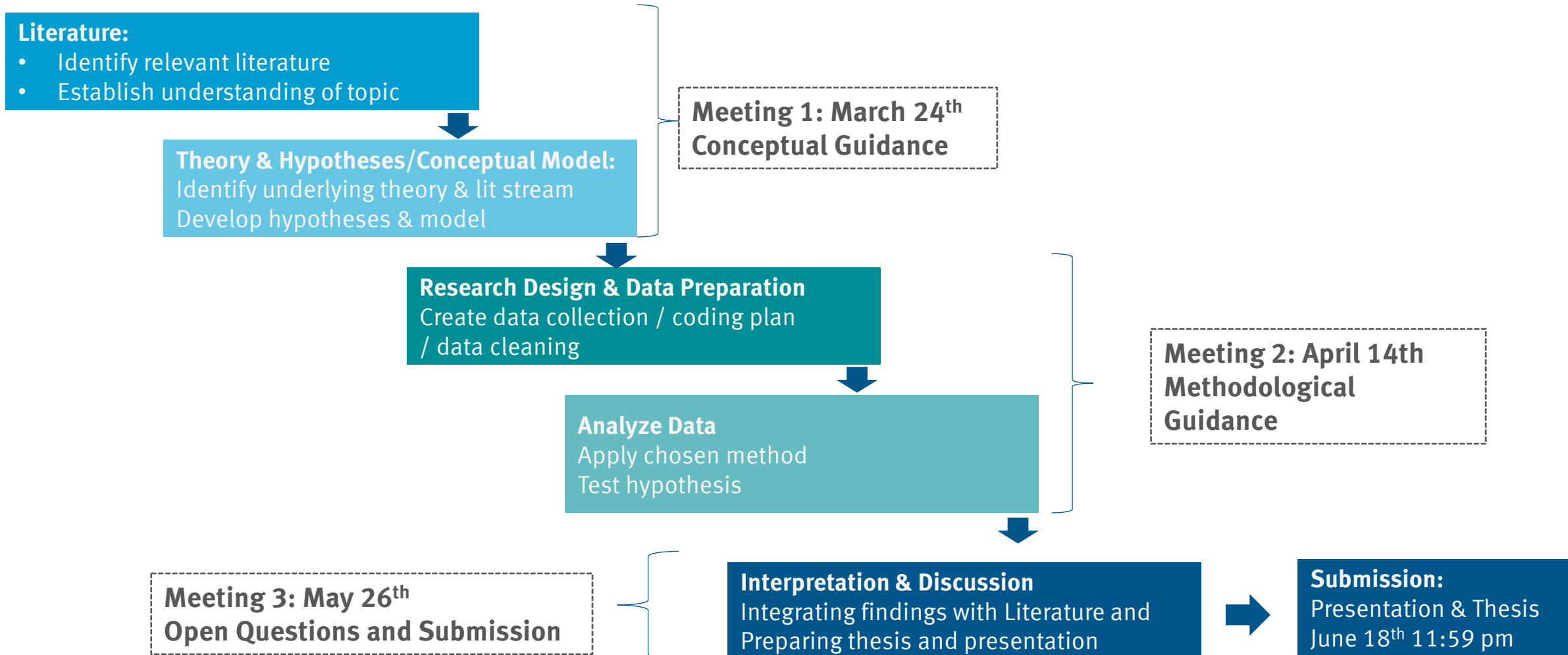
### Learning Objectives

- Understand research methods
- Develop and answer research questions drawing on theory, prior work, and own empirical work
- Learn how to conduct research projects and critically reflect upon 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 his field and will help to understand and apply methods.





- Your supervisors will provide a Link to you to schedule the meetings on the respective days
- Take the meetings as possible Milestones and prepare. (Share a summary of the above listed information at least 24 hours in advance of your meeting)

## Possible Meeting Structure (Adaptable to your needs and progress)

- Meeting 1: Conceptual
  - Research questions Outline of the seminar thesis
  - Hypotheses (if applicable) and theoretical background
- Meeting 2: Method
  - Planned steps for Data Collection/Coding
  - Planned steps for analytical approach
- Meeting 3: General
  - Open Questions for Thesis and Presentation
- In case you have questions or require feedback (or are stuck at certain aspects) aside from these meetings, you can contact your supervisors via **E-mail** and ask for guidance

# Topics: Organizational Transformation in the Age of AI and New Work



## Team AI Collaboration

### TOPICS

- 1) The Role of AI in Team Collaboration and Creativity: A Process Perspective
- 2) The Role of AI in Team Collaboration and Creativity: A team characteristic perspective

### METHOD

#### Experimental Video Coding Study

- Coding Videos (Teams collaborating with ChatGPT) and extending existing experimental dataset
- Subsequent quantitative analysis of Dataset

## Daily AI Use

### TOPICS

- 3) The Influence of Daily AI Use on Work Behaviors: A Performance Perspective
- 4) The Influence of Daily AI Use on Work Behaviors: A Well-Being Perspective

### METHOD

#### Experience Sampling Study

- Quantitative analysis of an existing multilevel dataset on the usage of AI and well-being and performance measures

## Country-Level Differences in AI Use

### TOPICS

- 5) When Culture Guides the Machine: A Management View on Workplace AI
- 6) When AI Enters the Workplace: Cultural Context and the Human Cost of AI at Work

### METHOD

#### Cross-Sectional Study

- Extension and subsequent quantitative analysis of an existing secondary dataset on AI use in different countries



## Four-Day Week

### TOPICS

- 7) Beyond the Clock: How Personal and Professional Stressors Align in the New Working World (Diaries)
- 8) Beyond the Clock: How Personal and Professional Stressors Align in the New Working World (Interviews)

### METHODS

#### Topic 7: Diary Study

- Coding of qualitative diary
- Subsequent quantitative analysis of diary dataset

#### Topic 8: Interview Study

- Coding of qualitative interview data from multiple interview waves

## Work Flexibility

### TOPICS

- 9) Beyond the Four Days: Decoding the Language of Modern Work Flexibility
- 10) The New Talent Currency: Decoding Trends in Work Flexibility

### METHODS

#### Systematic content analysis

- Systematic Collection of Job Advertisements
- Qualitative analysis to identify current trends in flexible work arrangements
- Potential quantitative analysis of coded job ads



## Study in one Sentence:

*“We observe 160 people in 40 Teams that use ChatGPT to generate creative ideas”*

As AI tools become part of team workflows, their impact on communication, coordination, and idea generation becomes more relevant. Experimental approaches can uncover both enabling and constraining effects.

### 1. The Role of AI in Team Collaboration and Creativity: A Process Perspective

- Focuses on how AI shapes ongoing team processes such as communication, coordination, information sharing, and interaction patterns
- Examines how continuous AI use alters team dynamics over time, with consequences for collaboration quality and creative outcomes

### 2. The Role of AI in Team Collaboration and Creativity: A Team Characteristic Perspective

- Examines how team characteristics such as composition, diversity, expertise, and shared norms shape the effects of AI on collaboration and creativity
- Focuses on why AI enhances coordination and idea development in some teams but constrains interaction and creative outcomes in others



## Study in one sentence:

*“We asked 170 employees over a period of two weeks how they used AI and how it influenced their work Behavior”*

As AI tools increasingly shape everyday work, it becomes crucial to understand when they enhance collaboration, performance, and well being, and when they create new constraints or strains.

### 3. The Influence of Daily AI Use on Work Behaviors: A Performance Perspective

- Examines how day to day AI use influences employee work behaviors such as effort, focus, task execution, and efficiency
- Focuses on short term performance related outcomes and behavioral adjustments associated with daily AI supported work

### 4. The Influence of Daily AI Use on Work Behaviors: A Well-Being Perspective

- Examines how daily AI use influences employees’ well being related behaviors such as stress regulation, recovery, and perceived strain at work
- Focuses on short term psychological outcomes of AI supported work, including mental well being, fatigue, and work related stress





## Study in one sentence:

*“We asked more than 20.000 employees from 26 different countries about how they use AI”*

As AI adoption unfolds across countries, cultural contexts shape how AI is implemented, managed, and experienced by employees, influencing both organizational practices and human outcomes.

### 5. When Culture Guides the Machine: A Management View on Workplace AI

- Examines how national cultural values influence managerial decisions, leadership practices, and organizational approaches to workplace AI
- Focuses on cross country differences in AI adoption, coordination, and control within organizations

### 6. When AI Enters the Workplace: Cultural Context and the Human Cost of AI at Work

- Examines how cultural values shape employees' psychological responses to workplace AI, including stress, well being, and perceived strain
- Focuses on cross country differences in how AI use relates to mental health and human sustainability at work



## Study in one sentence:

*“We conducted a diary study with individuals undergoing a reduction in working hours to identify the specific stressors they experienced throughout the week.”*

As reduced working time models become more established, they are triggering a deep change in how people live, affecting both their work-life balance and their personal lives.

### 7. Beyond the Clock: How Personal and Professional Stressors Align in the New Working World (Diary)

- Identifying which specific work-week triggers have the highest impact on an employee's psychological well-being
- Focuses on different stressors from both work and non-work domain

### 8. Beyond the Clock: How Personal and Professional Stressors Align in the New Working World (Interviews)

- Identifying which specific work-week triggers have the highest impact on an employee's psychological well-being
- Focuses on different stressors from both work and non-work domain

## Study in one sentence:

*“We conducted a content analysis of job advertisements from the Job Monitor regarding work flexibility to identify emerging trends in the labor market.”*

As innovative work concepts become more established, they are triggering a deep change in how employers compete for talent, affecting both recruitment strategies and long-term employee retention.

### 9. Beyond the Four Days: Decoding the Language of Modern Work Flexibility

- Examines the specific meaning of a '4-day workweek' as it is used in job postings.
- Focuses on different understandings of '4-day workweek'

### 10. The New Talent Currency: Decoding Trends in Work Flexibility

- Examines which work flexibility arrangements are offered in job postings, including remote work, flexible scheduling, and compressed workweeks
- Focuses on different work flexibility arrangements



- Group allocation based on top 3 preferences (1=Most preferred)
- Consideration of preferred group members (If possible, no guarantee!)



# Questions?