

Kick-Off, MSc Seminar Major Management Transformation of Work

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

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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 8th February 11:59 pm on CfM page: (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

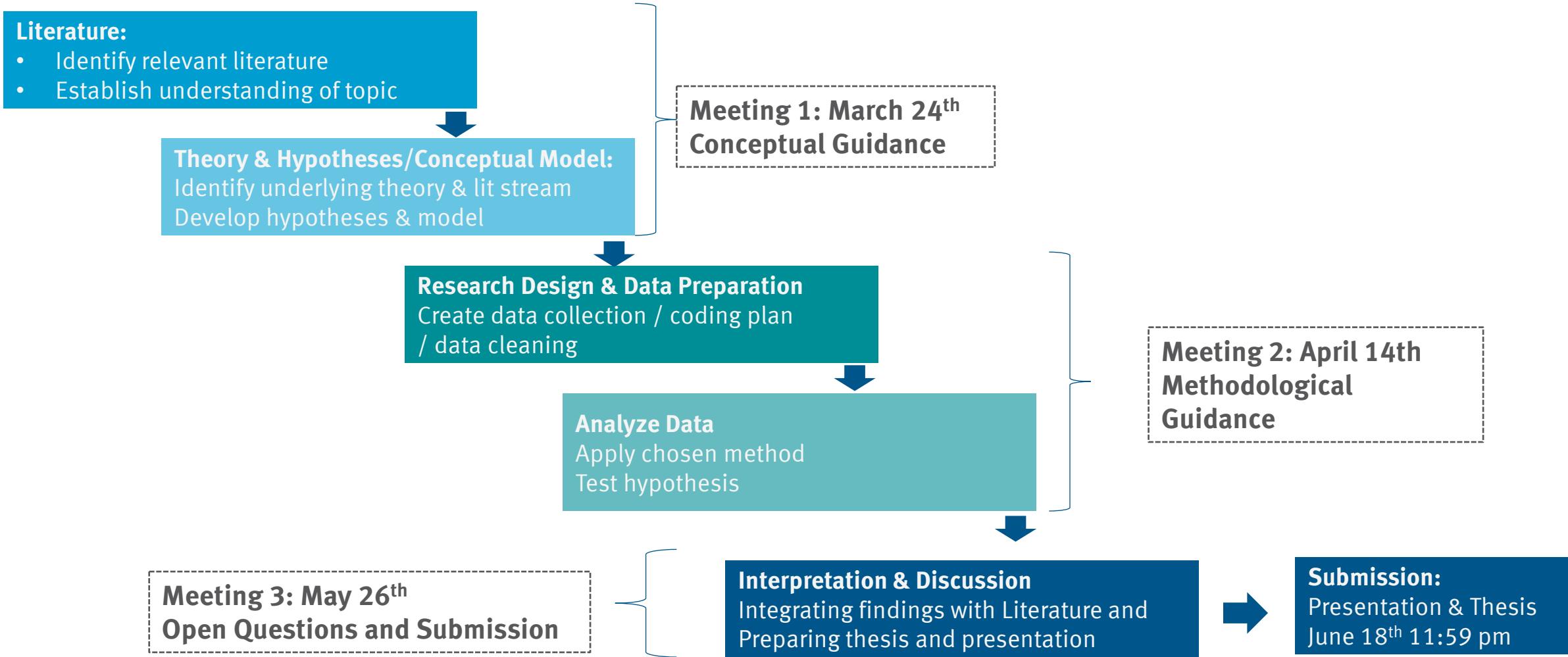
Learning Objectives

- 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

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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?

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