
Organisation

M184.4140 Employment Systems

Summer term 2020



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1. Registration and procedures

To participate in the module, please register in PAUL for the module and for the course (two registrations!). You will then be automatically enrolled in the PANDA course. There you will find all materials relevant for the course. This is also where the communication between participants and the teaching team and parts of the examination process will take place.

Throughout the semester, we will upload material to the PANDA course, structured by chapters. The first chapters should be worked on by 20.04.2020 at the latest. However, you can also start as soon as material is uploaded.

For each chapter, we provide you with guiding questions and in-depth material with various medial approaches. Please work on the material independently in order to prepare yourself well for the exams. Questions about the content of the current chapter can be asked in public forums, which will also be accessible via PANDA. There will also be a public forum where you can ask organizational questions.

When we organized the module (before corona), we planned having a mid-term exam (26.05.2020) and an end-term exam (15.07.2020). We do not know yet whether it will be possible to proceed as planned as both exams require physical presence. Please prepare yourself for both dates anyway, we might be forced to switch to an e-exam. We'll inform you as soon as possible about the exam. We thank you for your understanding.

2. Schedule

- From 07.04.2020 until 20.05.2020 we will prepare six chapters for you.
- You can unsubscribe from the module until 29.04.2020.
- Mid-term exam: 26.05.2020. We will provide further information as soon as possible. The six chapters will be content of the mid-term exam.
- 01.05.2020-20.05.2020: We will prepare some literature for you. Both - the six chapters from the first phase and the literature - will be subject of the second exam.
- The final exam will be on 15.07.2020.
- From 20.04.2020 until 15.07.2020 Prof. Schneider and Prof. Thommes will answer your question in the public forum (via Panda). We will answer your question regularly every Tuesday and Wednesday (instead of giving lectures). Please do not ask any questions via e-mail. Please ask specific question.

3. Content

An important aspect of managing employment relations is the systemic or holistic aspect: the fact that certain HR and employment practices are often combined in particular ways. Such combinations are often termed employment systems or HR systems, and a whole range of typologies have been suggested. In this module, these typologies are introduced in order to enhance students' understanding of employment systems, their building blocks, their logics, their dependence on institutions such as labor law and social security, their efficiency in different situations, and their fairness for particular groups of employees.

In the first element of the module, basic building blocks are introduced, from seminal contribution to more recent developments. In the second element of the module, students are asked to apply the concepts by reflecting on recent research papers.

The concepts discussed come from economics, sociology and human resource management. The interdisciplinary aspect will allow students two insights: There are important links between company HR practices and broader institutions, and employment systems may foster profit and worker welfare in various ways.

Part I:

1. Employment relations
2. Explicit and implicit contracts
3. Employment systems
4. Internal and external labor markets
5. Human capital
6. Inequality

Part II:

1. Hirsch, B. T. (2017). What do unions do for economic performance?. In *What do unions do?* (pp. 193-237). Routledge
2. Kerr, S. (1975). On the folly of rewarding A, while hoping for B. *Academy of Management Journal*, 18(4), 769-783.
3. Kaufman, B. E., & Miller, B. I. (2011). The firm's choice of HRM practices: Economics meets strategic human resource management. *ILR Review*, 64(3), 526-557.
4. Gittell, J. H., Cameron, K., Lim, S., & Rivas, V. (2006). Relationships, layoffs, and organizational resilience: Airline industry responses to September 11. *The Journal of Applied Behavioral Science*, 42(3), 300-329.
5. Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of management*, 28(4), 517-543.
6. Batt, R. (2018). When Wall Street manages Main Street: Managerial dilemmas, sustainability, and inequality. *Journal of the British Academy*, 6(supplementary issue 1), 65-96.