
Organization

M.184.4140 Employment Systems

Summer term 2023

(10 ECTS)



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1. Registration and procedure

To participate in the module, please register in PAUL for the module and for the courses (two registrations!). This way, you will be automatically enrolled in the PANDA course, where you find all relevant materials. Moreover, the communication between participants and the teaching team and parts of the examination process will take place on this platform.

Throughout the semester, we will upload material to the PANDA course, structured by chapters. The first chapters should be prepared by 04.04.2023 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 using various medial approaches. Please work on the material independently in order to prepare yourself for the exams.

In the first six weeks, we will discuss the content of each chapter every Tuesday (lecture) and Wednesday (exercise, we will discuss the guiding questions). You will have two classes per week!

In the second half of the semester, you will read a scientific paper each Tuesday and we will discuss the paper each Wednesday. We will meet on Wednesday, you are expected to read the paper on Tuesday on your own. If you have trouble reading and understanding the paper, you can meet up with other students in room C2 (voluntarily, no professor will be present).

There will also be a public forum where you can ask organizational questions. We will have two exams (in presence, no online option!); each will contribute 50% to your final grade.

2. Schedule

- From 01.04.2023 until 14.07.2023, we will prepare 12 chapters for you. All material will be provided two weeks in advance (latest). We will also upload a guide with questions for each chapter. We will meet once a week and discuss the guiding questions with you.
- Exams will always be on Wednesday (17.05. & 12.07.2023)
- You need to register for the module, the lecture, the exercise and the exam. Please adhere to the University Paderborn regulations concerning registration and deregistration-
- Please find a detailed schedule below:

Topic	Date (always 9:00-11:00 am, Room C2)
Chapter 1: Employment relations	04.04. & 05.04.2023
Chapter 2: Explicit and implicit contracts	12.04. & 13.04.2023
Chapter 3: Employment systems	18.04. & 19.04.2023
Chapter 4: Internal and external labor markets	25.04. & 26.04.2023
Chapter 5: Human capital	03.05 & 04.05.2023
Chapter 6: Inequality	09.05. & 10.05.2023
First exam (one hour)	17.05.2023
Hirsch, B. T. (2017). What do unions do for economic performance?. In <i>What do unions do?</i> (pp. 193-237). Routledge.	24.05.2023
Kerr, S. (1975). On the folly of rewarding A, while hoping for B. <i>Academy of Management Journal</i> , 18(4), 769-783.	31.05.2023
Kaufman, B. E., & Miller, B. I. (2011). The firm's choice of HRM practices: Economics meets strategic human resource management. <i>ILR Review</i> , 64(3), 526-557.	07.06.2023
Gittell, J. H., Cameron, K., Lim, S., & Rivas, V. (2006). Relationships, layoffs, and organizational resilience: Airline industry responses to September 11. <i>The Journal of Applied Behavioral Science</i> , 42(3), 300-329.	14.06.2023
Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. <i>Journal of management</i> , 28(4), 517-543.	21.06.2023
Batt, R. (2018). When Wall Street manages Main Street: Managerial dilemmas, sustainability, and inequality. <i>Journal of the British Academy</i> , 6 (supplementary issue 1), 65-96.	28.06.2023
Second exam (one hour)	12.07.2023

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