

Ausschreibung der Abschlussarbeiten am Lehrstuhl für Internationales Management

Stand 09. April 2018

Bewerbung möglich bis 23. April 2018, 9 Uhr

Thema 1

Gender differences in entrepreneurship – An empirical research

Most entrepreneurs are men, however in recent years the number of female entrepreneurs has constantly increased, making females more important in the business world. Research has previously revealed the growth of women in leadership positions varies across nations, meaning gender differences have attracted attention within the field of entrepreneurial processes, investigating possible cultural explanations. To explain this phenomenon the relationship between gender egalitarianism and the share of female entrepreneurs will be analysed, moderated by tight and loose cultures.

The aim of the thesis is therefore, to derive theory-based hypotheses from current research based on the role congruity theory of Eagly & Karau (2002). Gender differences are verified empirically using the data set of the Global Leadership & Organizational Behavior Effectiveness (GLOBE) and the Global Entrepreneurship Monitor (GEM).

Literature:

Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109(3): 573-598.

Gelfand, M. J., Raver, J. L., Nishii, L., Leslie, L. M., Lun, J., Lim, B. C., ... & Aycan, Z. (2011). Differences between tight and loose cultures: A 33-nation study. *Science*, 332(6033): 1100-1104.

Toh, S. M., & Leonardelli, G. J. (2012). Cultural constraints on the emergence of women as leaders. *Journal of World Business*, 47(4): 604-611.

Welter, F. (2011). Contextualizing entrepreneurship - conceptual challenges and ways forward. *Entrepreneurship Theory and Practice*, 35(1): 165-184.

Thema 2

High Performance Work Practices and Organizational Performance

In recent years, a wide range of research tested the impact of High Performance Work Practices (HPWP) on organizational performance. We find growing evidence that these formal HRM processes and procedures (such as incentive compensation, training, employee participation, selectivity, flexible work arrangements etc.) increase employees' knowledge, skills and abilities (KSA) and motivate and empower them to leverage these KSA for organizational benefit (Combs et al., 2006).

Across the broad literature on HPWP, a wide range of methodologies, sample characteristics, performance measures and examined practices can be found (Combs et al., 2006). This variety makes it difficult to interpret the overall effect size of HPWP on organizational performance (Tamkin, 2004).

Some researchers argue, the more practices, the better. Some believe that the practices must fit with the business strategies, and others are convinced that the combination, the way in which the practices are bundled, is decisive (Huselid, Jackson, & Schuler, 1997). Indeed, Combs et al. (2006) found in their meta-analysis that *systems* of HPWP have stronger effects than *individual* HPWP. Still, there is a disagreement about what combination of practices constitutes a "perfect system" (Tamkin, 2004).

Applying a fuzzy set Qualitative Comparative Analysis (fsQCA), a statistical approach that bridges qualitative and quantitative methods (Schneider & Wagemann, 2007), this thesis should examine which combination of HR practices contributes best on organizational performance. For this purpose, the Cranet data is supposed to be used. In addition to the application of the new method, the thesis should also make a theoretical contribution on HPWP research.

Literature:

Combs, J., Liu, Y., Hall, A., & Ketchen, D. (2006). How Much Do High-Performance Work Practices Matter? A Meta-Analysis of Their Effects on Organizational Performance. *Personnel Psychology*, 59(3), pp. 501-528.

Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38(3), pp. 635-672.

Huselid, M. A., Jackson, S. E., & Schuler, R. S. (1997). Technical and Strategic Human Resources Management Effectiveness as Determinants of Firm Performance. *Academy of Management Journal*, 40(1), pp. 171-188

Schneider, C. Q., & Wagemann, C. (2007). *Qualitative Comparative Analysis (QCA) und Fuzzy Sets*. Verlag Barbara Budrich.

Tamkin, P. (2004). *High Performance Work Practices* (pp. 1-16). UK: Institute for Employment Studies.

Thema 3

The selection of outsourcing partners using the example of RPO

(Das Thema kann nach Absprache auch in deutscher Sprache bearbeitet werden.)

Shortage of skilled workers and the growing degree of specialization of employees increase the requirements for recruiting. By outsourcing parts or the entire recruiting process (RPO), companies try to save costs, ensure flexibility and benefit from the expertise and know-how of the outsourcing partner. In addition to these advantages, there are certain risks when outsourcing recruiting. Recruitment of employees is significantly influenced by corporate culture, norms and values, company history and industry (social and economic context). Since the partner must know and understand these aspects, particularly high demands are placed on the choice of partners, on the cooperation between HR in-house and partners, and on the control mechanisms.

In a comprehensive review of the literature, this paper will present the pros and cons of outsourcing recruiting processes, analyze the aspects of partner selection based on existing literature on outsourcing

and supplier selection, highlight which criteria are of importance when selecting the RPO partner, and make a recommendation for future research.

Literature:

Cooke, F. L., Shen, J., and McBride, A., 2005. Outsourcing HR as a competitive strategy? A literature review and an assessment of implications. *Human resource management*, 44(4), 413-432.

Lee, J.N. and Kim, Y.G., 1999. Effect of partnership quality on IS outsourcing success: Conceptual framework and empirical validation. *Journal of management information systems*, 15(4), 29-61.

Kedia, B.L. and Lahiri, S., 2007. International outsourcing of services: A partnership model. *Journal of international management*, 13(1), 22-37.

Greer, C.R., Youngblood, S.A. and Gray, D.A., 1999. Human resource management outsourcing: The make or buy decision. *The Academy of Management Executive*, 13(3), 85-96.

Thema 4

The Role of Culture in Expatriate Management

(Das Thema kann nach Absprache auch in deutscher Sprache bearbeitet werden.)

The success of international assignments is of critical importance for companies due to the high costs associated with them. Prior research has produced substantial insights revealing central antecedents of expatriate performance. Various streams of literature focus on work-related as well as individual factors as significant facilitators of successful expatriate adjustment and, hence, expatriate performance abroad. Further research emphasizes environmental factors, like the national culture of both the home and host country, which are also found to facilitate or hamper expatriate adjustment. In recent years, critical voices regarding the investigation and conceptualization of culture have increased, calling for new approaches in cross-cultural research.

In a comprehensive literature review, this thesis should analyze the existing concepts, insights and critique associated with national culture within the field of expatriate management, while illustrating additional avenues for future research.

Literature:

Baum, M., and Isidor, R., 2017. The Influence of the Cultural Context on Expatriate Adjustment. In: B. Bader, T. Schuster, A.K. Bader, eds. 2017. *Expatriate Management*. UK: Palgrave Macmillan. pp. 165-190.

Puck, J., Holtbrügge, D. and Raupp, J., 2017. Expatriate Adjustment: A Review of Concepts, Drivers, and Consequences. In: B. Bader, T. Schuster, A.K. Bader, eds. 2017. *Expatriate Management*. UK: Palgrave Macmillan. pp. 297-336.

Shenkar, O., 2012. Beyond cultural distance: Switching to a friction lens in the study of cultural differences. *Journal of International Business Studies*, 43(1), 12-17.

Tung, R. L., and Verbeke, A., 2010. Beyond Hofstede and GLOBE: Improving the quality of cross-cultural research. *Journal of International Business Studies*, 41(8), 1259-1274.

Thema 5

Deep-level versus surface-level diversity in Teams

Der Einfluss von Diversity auf Performance wurde in vielen Studien untersucht, mit sehr unterschiedlichen Ergebnissen. Während manche Studien einen positiven Effekt von Diversity auf Performance nachweisen konnten, zeigte sich in anderen Studien kein oder auch ein negativer Zusammenhang. Ein erheblicher Teil der unterschiedlichen Ergebnisse lässt sich auf die Definition von Diversität, bzw. die unterschiedlichen Diversitätsdimensionen zurückführen. Während sich frühere Studien primär auf oberflächliche Unterschiede, wie Geschlecht und Ethnie, beziehen, wird der Fokus nun vielmehr auf tieferliegende Attribute gelegt, wie Werte, Verhaltensweisen, etc. Ziel Ihrer Abschlussarbeit ist es, die Erkenntnisse aktueller Forschung zu Deep-Level und surface-level Diversity in Teams in Abgrenzung zu bisherigen Diversity Konstrukten herauszuarbeiten.

Literatur:

Phillips, K.W. & Loyd, D. L., 2006. When surface and deep-level diversity collide: The effects on dissenting group members. *Organizational Behavior and Human Decision Processes*, 99 (2), 143-160.

Tekleab, A. G. & Quigley, N. R., 2014. Team deep-level diversity, relationship conflict, and team members' affective reactions: A cross-level investigation. *Journal of Business Research*, 67 (3), 394-402.

Harrison, D. A., Price, K. H., & Bell, M. P., 1998. Beyond relational demography: Time and the effects of surface- and deep-level diversity on work group cohesion. *Academy of Management Journal*, 41 (1), 96 – 107.

Zusätzlich zu den fünf genannten Themen kann noch ein freies Thema angenommen werden. Orientieren Sie mögliche Themenvorschläge an obigen Texten (kurze Themenbeschreibung + mindestens 3 einschlägigen Quellen)