


Instructor Profile					
Name	Knut Laaser		Gender	Male	
Nationality	German		Birth Date	17.2. 1981	
Postal Address	3 St Johns Court G41 4ED Glasgow, UK				
Phone No.	004917642036330	Fax No.			
Email	Knut.laaser@stir.ac.uk				
Academic Title	Senior Researcher (B-TU); Visiting Professor (Aarhus University); Lecturer (Stirling University)				
Research Field	Organisational Analysis; Organisational Studies; Human Resource Management; Sociology of work and employment				
Education Experience	Degree	Duration		Institute	Major
	Bachelor	36 months		University of Hamburg	Sociology
	Master	12 months		London School of Economics and Political Science	Sociology
	Doctor	36 months		Strathclyde Business School	Management
Working Experience	Time		Institute		Position
	2010-2013		Strathclyde Business School		Teaching Assistant
	2013- ongoing		Stirling Management School		Lecturer
	2019-2020		Aarhus University		Visiting Professor

	2017-ongoing	Brandenburg-Technical University Germany	Senior Researcher
	2009-2010	Strathclyde Business School	Researcher
Major Achievements (Publications)	<p>Forthcoming: "Toxic emotions? Relational sociology and the relational work of teachers in a Pupil Referral Unit", (with S.C. Bolton). Submitted to: Organization (ABS 3*; BFI 2).</p> <p>Forthcoming "The moral economy of social relations between bank workers and customers under digital performance management systems in UK retail banks". In: Industrial Relations Journal (ABS 3*; BFI 1)</p> <p>Forthcoming "The Moral Economy of Solidarity" (With Sharon C. Bolton). In: Work, employment and Society (ABS 4*; BFI 2).</p> <p>2019 "Forced labour in Uzbekistan" (With D. McGuire). In: Economic and Industrial Democracy (ABS 3*; BFI 2).</p> <p>2019 "A neglected pool of labour" (with S.C Bolton and D. McGuire). In: European Management Review (ABS 3*; BFI 1).</p> <p>2018 "Ethics of care: Co-worker relationships in UK banks", (with S. Bolton), in: New Technology, Work and Employment, Vol 32 (3) 213-227 (ABS 3*, BFI 1).</p> <p>2016: " 'If you are having a go at me, I am going to have a go at you': The changing nature of social relationships of bank work under Performance Management". In: Work, Employment and Society, Vol 30(6): 1000–1016 (ABS 4*; BFI 2).</p>		

	<p>2015: "Quality Work and the Moral Economy of European Employment Policy", (with Bolton, S.C. and McGuire, D.) In: <i>Journal of Common Market Studies</i>, Vol 54 (3):583-598 (ABS 3*; BFI 2).</p> <p>2014: "The moral economy of work and employment in banks". 359 Pages, EThOS publishing.</p> <p>2013: "Work, employment and society through the lens of moral economy", (with Bolton, S.C.) in: <i>Work, Employment and Society</i>, Vol 27(3): 508-525 (ABS 4*; BFI 2).</p> <p>2012: "Contingent Work and Its Contradictions: Towards a Moral Economy Framework", (with Bolton, S.C., M. Houlihan) in: <i>Journal of Business Ethics</i>, Vol. 111(1): 121-132 (ABS 3*; FT50; BFI 2).</p> <p>2010: "Zum unterschiedlichen Umgang mit Unsicherheit: IT-Spezialisten und Ingenieure als Solo-Selbstständige". In: <i>Sozialwissenschaften und Berufspraxis</i>, Vol. 33 (2): 242-258.</p> <p>2013 "An Elephant in the room; a push towards Contributive Justice", in: <i>Compass Special Issue</i>:17-18.</p> <p>2012 "Exploring the management of third sector service diversification in Glasgow, Govan". Report for <i>Scottish Funding Council</i>, 45 pp. (with McGuire, D)</p> <p>Under Review:</p> <p>"The organization of meaning", (with S.C. Bolton). Submitted to: <i>Journal of Management Review</i> (ABS 3*; BFI 2). Invitation to Revise and Resubmit-minor corrections.</p>
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	<p>"Thriving on uncertainty? Management challenges in SMEs in the periphery" (with D. Makmadshoev). Submitted to: International Human Resource Management Journal (ABS 3*; BFI 2). Invitation to Revise and Resubmit- major corrections.</p>
Others	<p>2019 Invited speaker at Pricewaterhouse Coopers International on digitalization of the economy and society in Cottbus, Germany.</p> <p>2019 Editorial board member of the BSA Journal "Work, employment and society".</p> <p>2017 Nominated for 'Excellence in Teaching' and 'Excellence in Tutoring' as part of the annual official RATE framework (Recognising Achievement in Teaching Excellence at the University of Stirling).</p>

	<p>2016 Award for <i>Excellent student feedback</i> as part of the official annual RATE framework (Recognising Achievement in Teaching Excellence at the University of Stirling).).</p> <p>2016 Nominated and shortlisted for <i>Excellence in Teaching and Excellence in Student Mentoring</i> as part of the official annual RATE framework (Recognising Achievement in Teaching Excellence at the University of Stirling).</p> <p>2012 Nomination for the <i>Interface outstanding contribution to knowledge exchange award</i></p> <p>2010-2013 Fee waiver scholarship for the PhD program (~ £10000).</p> <p>2010-2013 Awarded a 3 years PhD premium scholarship (£45000) at the University of Strathclyde, Business School.</p> <p>2007 Nominated for the best thesis in sociology in the DWP Department, University of Hamburg.</p> <p><u>Selected Teaching Experience</u></p> <p>Undergraduate courses</p> <ul style="list-style-type: none"> • Organisational Misbehaviour: Module co-ordinator and main lecturer, 30 contact hours (20 hours lectures, 10 hours seminars). Summer 2019 (University of Aarhus). • Contemporary Human Resource Management Challenges: Lecturer, 30 contact hours (20 hours lectures, 10 hours seminars). Fall 2015, Fall 2016 (University of Stirling) • Organisational Analysis: 40 contact teaching hours (all seminars). Autumn 2011, Autumn 2012, Autumn 2013 (University of Strathclyde) • Organisational Analysis: Delivering a 2 hour guest lecture on Small Firms. Autumn 2012, Autumn 2013 (University of Strathclyde). • Understanding Organisational Change: 30 contact teaching hours (all seminars). Spring, 2011 (University of Strathclyde).
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	<ul style="list-style-type: none"> • Advanced Organisational Analysis: 30 contact hours (all seminars). Spring 2012, Spring 2013 (University of Strathclyde) • Advanced Organisational Analysis: 2 hour guest lecture on Organisations and Poststructuralism. Spring 2012 and Spring 2013 (University of Strathclyde) • Human Resource Management Techniques: Module co-ordinator and main lecturer: 40 Contact hours (20 hours lectures, 20 hours seminars). Fall 2013, Fall 2014 (University of Stirling). • Work, Employment and Society: Module co-ordinator and main lecturer. 40 Contact hours (20 hours lectures, 20 hours seminars). Spring 2015, Spring 2016, Spring 2017 (University of Stirling). • Contemporary debates in HRM: Module co-ordinator and main lecturer. 40 contact hours (20 hours lectures, 20 hours seminars). Spring 2017 (University of Stirling) • Sociology of organisations: Module co-ordinator and main lecturer, 60 contact hours (30 hours lectures, 30 hours seminars)- Fall 2017 (BTU, Germany). <p>Graduate Teaching</p> <ul style="list-style-type: none"> • Sociology of work: Module co-ordinator and main lecturer, 30 contact hours (40 hours lectures, 20 hours seminars). Winter 2019 (Brandenburg Technical University). • International Human Resource Management: Co-lecturer, 8 contact hours (all lectures). Fall 2015, Fall 2016 (University of Stirling). • Employee Participation and Human Resource Management: Co-lecturer, 16 contact hours (all seminars), Fall 2013 (University of Stirling). • Work, Employment and Society: Module co-ordinator and main lecturer, 30 contact hours (all lectures). Fall 2014 (University of Stirling). • The HRM debate: Module co-ordinator and main lecturer, 20 contact hours (10 hours lectures, 10 hours seminars), Spring 2015 and Spring 2016 (University of Stirling).
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	<ul style="list-style-type: none"> • Social change and continuity: Module co-ordinator and main lecturer, 60 contact hours (30 hours lectures, 30 hours seminars) Spring 2017 and Spring 2018 (BTU, Germany).
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1) Course proposal for Organisational Misbehaviour by Dr. Knut Laaser

Course Information	
Course name	Organisational Misbehaviour
Comments on the form of instruction	The pedagogical design is a combination of lectures, classroom instructed and guided learning and group work. The lectures aim to introduce students to the main points of the course, while the classroom instruction aims to help students independently reflect upon and apply the content of the course in greater detail. Group work will be focused on the consideration of case studies and students will be divided into small groups for discussions.
Description of qualifications	Students will begin by developing their understanding of the components of behaviour. The importance of prior assumptions in the perception of organisational behaviour and misbehaviour is emphasised. A key aim of the module is to identify and understand the habitual tendencies to misbehaviour found in different groups in the workplace. There are many signs that organisational Misbehaviour is becoming more widespread and diverse in recent, and it is no longer something that can be thought of as restricted to ordinary employees. Recent decades have seen the emergence of widespread managerial misbehaviour, which must also become the subject of scrutiny.

	<p>Knowledge</p> <p>Understanding individual and group behaviour, and strategic HRM approaches to organisational strategy and change;</p> <p>Understanding contemporary and dynamic organisational issues that shape strategy and change and organisational structure;</p> <p>Understanding of business research methods and consultancy skills, and their practical application;</p> <p>Skills and Competencies</p> <p>Identify the processes and problems of general management at the operational and strategic level;</p> <p>Identify and evaluate the global and environmental forces that influence organisational success or failure and the relationship between political, economic, social, technological, legal, ecological and demographic factors;</p> <p>Identify appropriate strategic HRM approaches to certain kinds of organisational misbehaviour;</p> <p>Provide well justified argumentation, critically reflect upon reached decisions and possible solutions and subsequently select between different business solutions concerning organisational misbehaviour.</p> <p>Consider the needs and interests of different stakeholders in organisations when solving business matters.</p> <p>Make academically well-founded recommendations and decisions.</p>
Language of instruction	English; German possible as well
Exam language	English; German possible as well
Hours – Weeks – Periods	Type F
Contents	<p>The course sheds light on particular preconceptions of organisational behaviour that framed if and how misbehaviour was researched, recognized and explained. Indeed, it is suggested that due to the dominant preconceptions much early research in this area missed out on nuanced understandings of organisational</p>

	<p>misbehaviour, and especially misbehaviour by managers themselves. It is very clear, however, from experience and from research that employees at all levels do not always think and act in conforming ways – especially in ways that those in authority imagine, plan or expect that they will. As will be shown, it is the mismatch of expectations between groups that frequently gives rise to distinctive patterns of organisational politics and distinctive forms of misbehaviour. Groups of employees have the tendency to respond to circumstances as they understand them and not as others expect. A key aim of the module is to identify and understand the habitual tendencies to misbehaviour found in different groups in the workplace. There are many signs that organisational Misbehaviour is becoming more widespread and diverse in recent, and it is no longer something that can be thought of as restricted to ordinary employees. Recent decades have seen the emergence of widespread managerial misbehaviour, which must also become the subject of scrutiny. One of the aims of the class is to educate students to become reflective practitioners in that they will engage in interrogating core theories with a keen eye on the reality of practice in organisations and employees that have to meet competing demands.</p>
Course coordinator	Dr. Knut Laaser
Lecturer (please insert your name and e-mail)	Knut.laaser@stir.ac.uk
Academic term	Summer University
Syllabus	<p>Introducing Organisational Behaviour</p> <p>What is Organisational Misbehaviour and what triggers it?</p> <p>Organisational misbehavior, Resistance and Dissent</p> <p>Innovations in organisational misbehaviour; Cyberloafing, online misbehaviour.</p> <p>Case studies: Organisational misbehaviour in the public sector.</p> <p>Organisational misbehaviour and the rules and their rationale they follow in the context of the customer, management and worker triangle.</p>

	<p>Case studies: Organisational misbehaviour in the health sector and caring professions.</p> <p>Organisational misbehaviour and humour.</p> <p>Case studies: Organizational misbehavior in the service and retail industry.</p> <p>Case studies: Discussing empirical case studies on misbehaviour in the manufacturing industry</p> <p>Contemporary developments in organisational misbehaviour.</p> <p>Case studies: Discussing managerial misbehaviour</p> <p>Managing organisational misbehaviour- A contradiction?</p> <p>Reviewing Organisational Misbehaviour</p>
Literature	<p>A Barns and L. Taksa (2016) Rethinking Misbehaviour and Resistance in Organisations. Advances in Industrial and Labour Relations. Emerald: Bingley.</p> <p>S. Ackroyd and P Thompson (1999) Organizational Misbehaviour: London: Sage Publications.</p> <p>J Karlsson (2012) Organizational Misbehaviour in the Workplace: Narratives of Dignity and Resistance. Basingstoke, Palgrave Macmillan.</p> <p>Y Vardi and E Weitz (2016) Misbehaviour in Organizations: A Dynamic Approach. London: Routledge (2nd Edition)</p>
Academic prerequisites	none
Description of the form of examination	
Additional description of the exam	<p>Exam based on two unseen essay type questions. Students will be asked to critically discuss aspects of organizational misbehaviour.</p>

2) Course proposal for Contemporary Issues and Challenges in HRM: Europe and Asia compared by Dr. Knut Laaser

Course information	
Course title	Contemporary Issues and Challenges in HRM: Europe and Asia compared
Course Language	English
Class arrangements	Lecture; Type: F
Assessment	Exam (2 unseen essay questions)
Description of qualifications	<p>Human resource management (HRM) practices in organizations need to respond to changing political, social and economic dynamics. Changes are wide-ranging and multi-layered, including technological innovations such as the digitalization of the society in general and organisations in particular, demographical changes and shifts in national and international policies and regulations. This course provides undergraduate students with the conceptual and practical tools to understand selected and wide-ranging contemporary trends and developments that impact on organisations in developed and developing countries. Indeed, a central point of this course is to identify and compare HRM strategies and practices in Europe and Asia and in some cases beyond. This comparative perspective allows to understand the complexity of HRM strategies and practices that meet the needs of organisations that are embedded in national and changing political, social and economic environments.</p> <p>Learning objectives: Knowledge and skills</p> <ul style="list-style-type: none"> • Understanding wider socio-economic and technological changes that shape the organization of work and HRM practices in developed and developing countries; • Understanding different and at points competing HRM perspectives and their cultural embeddedness; • Analysing demographic trends in employment, unemployment and underemployment in developed and developing countries and the challenges they are posing for HRM

	<ul style="list-style-type: none"> • Understanding and evaluating empirical data on changing work attitudes (e.g., job satisfaction) and the psychological contract in developed and developing countries • Understanding and evaluating the potential of new digital technologies for Human Resource Management • Analysing triggers of organisational misbehaviour and evaluating existing HRM practices that aim to manage misbehaviour in developing and developed countries. <p>Competencies</p> <ul style="list-style-type: none"> • Oral and written communication • Team-working (group-work element) • Self- management of work priorities • Problem solving, • Application of theory to practice • Critical analysis.
Academic prerequisites	None
Syllabus	<p>An international perspective on HRM and its challenges in the 21st century.</p> <p>Demographical developments in the EU and USA and their implications for HRM</p> <p>Demographical developments in Asia and their implications for HRM</p> <p>The Impact of Information Technology on Work and Skills</p> <p>Skill under-utilization in the 21st century</p> <p>HRM in SMEs- Asia and Europa compared</p> <p>The committed worker? HRM and the management of commitment in Europe and Asia compared</p> <p>Attitudes and expectation of higher education graduates in Europe and Asia compared</p> <p>Contemporary approaches to HRM: High Skills-High Wages?</p> <p>Managing Careers in the 21st century HRM</p> <p>Managing Organisational Misbehaviour</p>

Lecturer	<p>Knut Laaser is Senior Researcher at the Brandenburg Technical University-Cottbus, Lecturer in Management Work and Organisation at University of Stirling, United Kingdom and Visiting Professor in Aarhus University, Denmark. His research interests are wide ranging, covering HRM, Organisational Studies, the sociology of work, organisations and economic sociology.</p>
Literature	<p>Key literature:</p> <p>Boxall, P and Purcell, J and M. Wright P (2008) <i>The Oxford Handbook of Human Resource Management</i>. Oxford: Oxford University Press.</p> <p>Varma, A and Budhwar P (2014) <i>Managing Human Resources in Asia-Pacific: Second edition</i>. London: Routledge</p> <p>Cooke, F. L. and Kim, S. (2018). <i>Routledge Handbook of Human Resource Management in Asia</i>. Abingdon UK; New York NY USA: Routledge.</p> <p>Parry, E, Stavrou, E and Mila Lazarova (2013) <i>Global Trends in Human Resource Management</i>. London: Palgrave.</p> <p>Warhurst, C., Buchanan, J, Finegold, D. and Mayhew, K. (eds) (2017) <i>Oxford Handbook of Skills and Training</i>, Oxford: Oxford University Press.</p>