

UNIVERSITÀ DEGLI STUDI DI MILANO

selezione pubblica per n.1 posto/i di Ricercatore a tempo determinato in tenure track (RTT) per il settore concorsuale 14/D1 - Sociologia dei Processi Economici, del Lavoro, dell'Ambiente e del Territorio, settore scientifico-disciplinare SPS/09 - Sociologia dei Processi Economici e del Lavoro presso il Dipartimento di STUDI INTERNAZIONALI, GIURIDICI E STORICO-POLITICI, (avviso bando pubblicato sulla G.U. n. 28 del 05/04/2024)
Codice concorso 5521

CURRICULUM VITAE

PERSONAL DATA

Surname	Keizer
Name	Arjan Bernhard
Date of Birth	18/10/1971

QUALIFICATIONS

Education

1999-2004	Erasmus University Rotterdam (NL) PhD in Economics
2001-2002	Hitotsubashi University (JP) Diploma Intensive Japanese Language Programme
1997-1998	Leiden University (NL) Postgraduate Diploma Japanese Language and Business Studies
1995-1997	Erasmus University Rotterdam (NL) MA in Philosophy and Economics
1991-1997	Erasmus University Rotterdam (NL) BA-MA in Philosophy
1990-1996	Erasmus University Rotterdam (NL) BSc-MSc in Economics
Additional Qualifications	
2010	Higher Education Academy (UK) Professional recognition as Fellow
2006	International Teachers Programme (CH) Faculty development programme by the International Schools of Business Management (ISBM)

Employment

From 08/2018 08/2010-07/2018	Alliance Manchester Business School (UK) Senior Lecturer in Comparative HRM & Industrial Relations Lecturer in Comparative HRM & Industrial Relations
01/2005-07/2010	Bradford University School of Management (UK) Lecturer in Comparative Employment Relations
10/1999-12/2004	Erasmus University Rotterdam (NL) Lecturer/Researcher at the Rotterdam Institute for Modern Asian Studies (RIMAS), Faculty of Economics
04/1999-09/1999	Tilburg University (NL) Researcher at the Institute for Research on Intercultural Cooperation (IRIC) to participate in a comparative study on decision-making in Japanese-Dutch organisations

SELECTED PUBLICATIONS

Authored books

- Matanle, P., Keizer, A., Macnaughtan, H. & Imai, J. (forthcoming, 2024) *Resilience and Fragmentation at Work: Lifetime Employment in 21st Century Japan*, Oxford: OUP.
- Dundon, T., Howcroft, D., Hughes, E., Keizer, A., Martinez Lucio, M. & Walden, R. (2020), *Power, Politics and Influence at Work*, Manchester: Manchester University Press.
- Keizer, A. (2010) *Changes in Japanese Employment Practices: Beyond the Japanese Model*, London: Routledge.
- Keizer, A.B. (2005) *The Changing Logic of Japanese Employment Practices: A Firm-Level Analysis of Four Industries*, ERIM Ph.D. Series 57, Erasmus University Rotterdam.

Academic articles

- Keizer, A., Johnson, M., Larsen, T.P., Refslund, B. & Grimshaw, D. (2023) 'Unions and precarious work: How power resources shape diverse strategies and outcomes', *European Journal of Industrial Relations*, 0(0). <https://doi.org/10.1177/09596801231162517>
- Marino, S. & Keizer, A. (2023), 'Labour market regulation and migrant work: A comparison of the adult care sector in the UK and the Netherlands', *European Journal of Industrial Relations*, 29(2): 159-176.
- Tasli-Karabulut, V. & Keizer, A. (2020) 'Multinational corporations as institutional entrepreneurs: the dynamic interplay between automobile firms and the Turkish vocational education and training system', *Industrial Relations Journal*, 51(3): 153-168.
- Keizer, A. (2019) 'The inclusion of "outsiders" by Japanese unions? The organizing of non-regular workers in retail', *Work, Employment and Society*, 33(2): 226-243.
- Grimshaw, D., Cartwright, J., Keizer, A. & Rubery, J. (2019), 'Market exposure and the labour process: the contradictory dynamics in managing subcontracted services work', *Work, Employment and Society*, 33 (1): 76-95. Nominated for the SAGE Prize for Innovation and/or Excellence for best article in this journal in 2019.
- Rubery, J., Grimshaw, D., Keizer, A. & Johnson, M. (2018) 'Challenges and contradictions in the "normalising" of precarious work', *Work, Employment and Society*, 32 (3): 509-527. Awarded the SAGE Prize for Innovation and/or Excellence for best article in this journal in 2018.

- Rubery, J., Keizer, A. & Grimshaw, D. (2016) 'Flexibility bites back: the multiple and hidden costs of flexible employment policies', *Human Resource Management Journal*, 26 (3): 235-251.
- Keizer, A.B. (2011) 'Flexibility in Japanese internal labour markets: the introduction of performance-related pay', *Asia Pacific Journal of Management*, 28 (3): 573-94.
- Keizer, A.B. (2009) 'Transformations in- and outside the internal labour market: institutional change and continuity in Japanese employment practices', *International Journal of Human Resource Management*, 20 (7): 1521-35.
- Keizer, A.B. (2008) 'Non-regular employment in Japan: continued and renewed dualities', *Work, Employment and Society*, 22 (3): 407-25.
- Noorderhaven, N.G., Benders, J. & Keizer, A.B. (2007) 'Comprehensiveness versus pragmatism: consensus at the Japanese-Dutch interface', *Journal of Management Studies*, 44 (8): 1349-70.

Book chapters

- Keizer, A. (2023) 'Japanese unions and organisation of precarious workers: the strategies by Rengo and Zenroren and their impact', in H. Fu (ed.) *Temporary and Gig Economy Workers: The Culture of Unequal Work*, Oxford: Oxford University Press, pp. 118-136.
- Ameen, K. & Keizer, A. (2023) 'International Labour Organization (ILO) and International Labour Standards', in S. Johnstone, J.K. Rodriguez & A. Wilkinson (eds.) *Encyclopedia of Human Resource Management*, Cheltenham, Edward Elger, pp. 207-8.
- Grimshaw, D., Johnson, M., Keizer, A. & Rubery, J. (2017) 'The governance of employment protection in the UK: how the state and employers are undermining decent standards', in A. Piasna & M. Myant (eds.) *Myths of Employment Deregulation: How it neither creates jobs nor reduces labour market segmentation*, Brussels: ETUI.
- Keizer, A.B. (2016), 'Changes in Japanese and South-Korean employment practices: lessons on the endogenous character of institutional change and the character of business systems', in R. Whitley & X. Zhang (eds), *Changing Asian Business Systems: Globalization, Socio-Political Change, and Economic Organization*, Oxford: OUP.
- Martinez Lucio, M. & Keizer, A.B. (2014) 'Employee representatives and representation in the United Kingdom', in M. Euwema, L. Munduate & P. Elgoibar (eds) *Promoting Social Dialogue in European Organizations: Human Resource Management and Constructive Conflict Management*, Cham: Springer.
- Keizer, A.B. (2012) 'La década perdida de Japón y su impacto sobre el empleo', in L. Enrique Alonso and C. J. Fernández Rodríguez (eds.) *La financiarización de las relaciones salariales. Una perspectiva internacional*, Madrid: La Catarata.
- Keizer, A.B. (2011) 'The introduction of competency pay in Japan: performance in appraisal and remuneration', in S.A. Horn (ed.) *Emerging Perspectives in Japanese Human Resource Management*, Frankfurt am Main: Peter Lang Publishing, pp. 45-72.
- Keizer, A., Noorderhaven, N., Benders, J. & Stam, J. (2000) 'Mirroring Consensus: Unity in Diversity?' in J. Benders, N. Noorderhaven, A. Keizer, H. Kumon & J. Stam (eds.) *Mirroring Consensus: Decision-Making in Japanese-Dutch Businesses*, Utrecht: Lemma Publishers, pp. 59-95.

Academic articles close to submission

- Keizer, A., 'Always and never converging: the convergence debate and linguistic turn in comparative research', to be submitted to *Organization*
- Umezaki, O. & Keizer, A., 'The introduction of performance-related pay in Japan: a micro data analysis of fundamental challenges in performance appraisal', to be submitted to the *International Journal of Human Resource Management*

Professional publications / reports

- Dundon, T., Martinez Lucio, M., Howcroft, D., Hughes, E., Keizer, A. & Walden, R. (2017) 'Power dynamics in work and employment relationships: the capacity for employee influence', *CIPD Report*, Available at: <https://www.cipd.co.uk/knowledge/work/job-quality-value-creation/power-employee-influence>
- Umezaki, O. & Keizer, A. (2016) *Nihon kigyō no seika shugi dōnyū katei: A-sha no jirei kenkyū* [the performance-related pay employment system in Japanese firms], discussion paper for RIETI, the Research Institute of Economy, Trade & Industry (JP). Available at: <http://www.rieti.go.jp/jp/publications/summary/16030026.html?ref=rss>
- Grimshaw, D., Johnson, M., Rubery, J., & Keizer, A. (2016) *Reducing Precarious Work: Protective Gaps and the Role of Social Dialogue in Europe*, report for the EC project 'Reducing precarious work in Europe through social dialogue' (DG Employment, Social Affairs and Equal Opportunities Project VP/2014/004). Available at: <http://www.research.mbs.ac.uk/ewerc/Portals/0/Documents/Comparative-Report-Reducing-Precarious-Work-v2.pdf>
- Grimshaw, D., Johnson, M., Keizer, A. & Rubery, J. (2016) *Reducing Precarious Work in Europe through Social Dialogue: The Case of the UK*, report for the EC project 'Reducing precarious work in Europe through social dialogue' (DG Employment, Social Affairs and Equal Opportunities Project VP/2014/004). Available at: <http://www.research.mbs.ac.uk/ewerc/Portals/0/Documents/UK-final-report.pdf>
- Grimshaw, D., Rubery, J., Keizer, A. & Cartwright, J. (2014) 'Coming clean: contractual and procurement practices', *EHRC Research report*, No. 96. Available at: <https://www.equalityhumanrights.com/sites/default/files/research-report-96-coming-clean-contractual-and-procurement-practices.pdf>
- Keizer, A.B., Umemura, M., Delbridge, R. & Morgan, G. (2012) 'Japanese management 20 years on: the contemporary relevance of Japanese management practices', *AIM Executive Review*. Available at: <http://www.aimresearch.org/Publications/executive-briefing>
- Keizer, A.B. (2011) 'Non-regular employment in the Netherlands', *Non-Regular Employment: Issues and Challenges Common to the Major Developed Countries*, Japan Institute for Labour Policy and Training Report No. 10, Tokyo, pp. 141-78. Available at: <http://www.jil.go.jp/english/reports/documents/jilpt-reports/no.10.pdf>

SELECTED PRESENTATIONS

Keynote and other expenses paid talks

- July 2021, *Unions and precarious work: Interaction between power resources, strategies and outcomes*, Newcastle University.
- June 2019, *Japanese Unions and Labour Market Dualism*, Labor Market Policy and Political Participation in France, Germany and Japan, Japanese-German Center Berlin.
- February 2016, with Peter Matanle (Sheffield University) and Helen Macnaughtan (SOAS London), *Resilience and Fragmentation at Work - Lifetime Employment in 21st Century Japan: The position and character of Japanese unions*, Oxford Brookes University.
- February 2016, *Redefining the Community Firm? The inclusion of part-time workers by Japanese unions in the retail industry*, Nissan Institute of Japanese Studies, University of Oxford.
- July 2015, *Nihon kigyō no seika shugi dōnyū katei: A-sha no jirei kenkyū* [The process of introduction of performance based HRM (Seikashugi): A case study of A-company], with Osamu Umezaki, presentation at RIETI, the Research Institute of Economy, Trade & Industry, Tokyo.

January 2014, *Flexible working and trade unions in the context of the European labour market*, Home-based Telework in the European Labour Market, ESRC Seminar Series, Sheffield Hallam University.

July 2011, *HRM and Employment in Japan: Changes to the 'Three Pillars'*, AIM Management Research Forum 'Japanese Management Twenty Years On', Cardiff Business School.

March 2010, *Japanese Employment Practices: Their Institutional Character and the Implications for Change*, the White Rose East Asia Centre, Sheffield University.

Selected conference presentations

September 2021, *How labour market regulation shapes the demand for migrant labour: a cross-country comparative analysis of the adult care sectors*, with Stefania Marino (University of Manchester), Industrial Relations in Europe Conference, Florence.

June 2021, *Unions and precarious work: how power resources shape diverse strategies and outcomes*, with Mat Johnson, (University of Manchester), Trine Pernille Larsen (University of Copenhagen), Bjarke Refslund (Aalborg University) & Damian Grimshaw (King's College London), 19th ILERA World Congress, Lund.

September 2019, *Receding horizons: tackling precariousness in Europe through social dialogue*, with Mat Johnson (University of Manchester) & Damian Grimshaw (ILO), 40th IWPLMS Conference, Düsseldorf

August 2019, *Including migrant and precarious workers in the care sector: comparing union strategies and labour market outcomes in the UK and the NL*, with Stefania Marino (University of Manchester), 14th ESA Conference, Manchester

June 2019, *Trade union action in segmented labour markets: migrant care work in the UK and the NL*, with Stefania Marino (University of Manchester), 2019 IMISCOE Annual Conference, University of Malmö.

September 2017, *Trade union action in segmented labour markets: migrant care work in the UK and the NL*, with Stefania Marino (University of Manchester), 8th Annual Conference of the International Working Party on Labour Market Segmentation, University of Manchester.

July 2017, *Extended social dialogue to improve seasonal and temporary work*, with Damian Grimshaw, Mat Johnson & Aleksandra Kanjuo-Mrčela, 5th Conference on Regulating for Decent Work (RDW network), ILO, Geneva.

July 2017, *Challenges and contradictions in the 'normalising' of precarious work*, with Jill Rubery, Damian Grimshaw & Mat Johnson (University of Manchester), 29th SASE conference, University of Lyon.

November 2016, *Redefining the community firm? The inclusion of part-time workers by Japanese unions in the retail industry*, 28th Annual EAEPE Conference, Manchester

September 2016, *Institutional theory and Japanese employment: how to interpret and explain change since the 'lost decade'?* Joint East Asian Studies Conference, SOAS London.

September 2016, *Blending industrial relations & HRM? The inclusion of part-time workers by Japanese unions in the retail industry*, 3rd Fairness at Work International Conference, University of Manchester.

April 2016, *Market exposure and the labour process: the contradictory dynamics in UK contract cleaning*, with Damian Grimshaw, Jo Cartwright & Jill Rubery (University of Manchester), Conference on precarious work: causes, consequences, and countermeasures, University of Manchester.

September 2015, *Lifetime employment and the changing character of Japanese unions*, Panel on Resilience and Fragmentation at Work: Lifetime Employment in 21st Century Japan, Annual Conference British Association for Japanese Studies, SOAS, London.

July 2015, *The employment effects of market exposure: can contract cleaners escape commodification?*, with Damian Grimshaw, Jill Rubery & Jo Cartwright (University of Manchester), 4th Conference on Regulating for Decent Work (RDW network), ILO, Geneva.

July 2015, *The persistent character of Japanese employment: a micro data analysis of Seikashugi and its impact on Japanese workers*, with Osamu Umezaki (Hosei University), 27th SASE Conference, London School of Economics.

July 2015, *Flexibility bites back?*, with Jill Rubery & Damian Grimshaw (University of Manchester), 27th SASE Conference, London School of Economics.

July 2015, *Institutional maintenance with socially undesired consequences: Japanese employment practices and increasing social inequality*, with Katsuki Aoki (Meiji University), 31st EGOS Colloquium, The American College of Greece, Athens.

August 2014, *Patterns around lifetime employment: The Japanese labour market in the 21st century*, 14th International EAJIS Conference, University of Ljubljana.

July 2013, *Changing employment practices and the Japanese business system: institutional change, complementarities and diversity*, 29th EGOS Colloquium, HEC Montréal & Université de Montréal.

June 2013, *Unions and their representation of contingent workers: a comparative analysis of Japan, the Netherlands and the UK*, 10th European ILERA Conference, University of Amsterdam.

March 2012, *Multinationals and institutions: an agency-oriented, integrated perspective*, AIB-UKI Conference, University of Liverpool

RESEARCH GRANTS AWARDED

Period	Project title & role	Funder	Amount
2017	Employment relationship power and employee influence (Co-investigator)	Chartered Institute of Personnel and Development (CIPD)	£20,000
2017-2019	Participative job redesigns that encourage job crafting to improve women's frontline jobs and employee engagement in catering (Co-I)	Alliance Funding (University of Manchester)	£96,000
2015	Employer and employee benefits of developing participative job redesigns for female catering staff. The funding was subsequently withdrawn because of decisions taken by the newly elected government (Co-I)	UK Commission for Employment and Skills (UKCES)	£142,460
2014-2016	Reducing precarious work through social dialogue in Europe (Co-I)	EU (VP/2014/004)	£445,000
2014	3-month stay at Meiji University for field work and new research collaborations (Principal investigator)	Canon Foundation	€6,820
2014	Contractual and procurement practices in the outsourced cleaning sector (Co-I)	Equality and Human Rights Commission (EHRC)	£25,000
2012-2014	Expectations of employers on employee representatives' roles, attitudes and competencies to act as partners in social innovation (Co-I)	EU (VS/2012/0416)	£25,000
2011-2012	Comparative pilot study on the organisation and representation of	FairWRC (University of Manchester)	£2,000

	atypical workers by unions in Japan, the Netherlands and the UK (PI)		
2007	Scholarship through <i>Foreign Researcher Invitation Programme</i> (PI)	Japan Institute for Labour Policy & Training	£14,400
2001-2003	<i>Monbukagakusho</i> Scholarship for Postgraduate Research Studies (PI)	Japanese Ministry of Education, Culture, Sports, Science and Technology	£30,000

SUPERVISION POSTGRADUATE RESEARCHERS

2020-now	Kashfia Ameen, <i>Do codes of conduct improve working conditions for female workers in the Bangladeshi garment industry?</i> (PhD)
2020-now	Yi Chen, <i>The status of female professionals' careers in the urban Chinese workplace</i> (PhD)
2019-2023	Xiaohu Qiao, <i>How do inexperienced acquirers from emerging economies learn from their first cross-border acquisition?</i> (DBA, part-time), completed with corrections.
2018-2023	Jacob Boult, <i>Varieties of buffers against precarity mediating the consequences of flexibility for worker's wellbeing: a comparative study of worker experiences in different institutional and policy environments</i> (PhD), interrupted for personal reasons.
2012-2019	Yoon Bae Park, <i>Empirical study for change management for commercial excellence initiatives in the chemical industry</i> (DBA, Part-time), completed with corrections.
2013-2017	Vildan Tasli, <i>Contribution of MNC subsidiaries in the automobile industry to the Turkish system of skill development</i> (PhD), completed with no corrections.
2012-2016	Fabiana Marinaro, <i>Reform of employment relations in Japan and the impact on the position of non-regular workers</i> (PhD), completed with minor corrections.
2011-2017	Ellena Au, <i>Employee involvement and participation at work in China</i> (DBA, Part-time), completed with minor corrections.

TEACHING AND LEARNING

Current courses

BMAN70051 Multinationals & Comparative Employment Systems (since 2010)

MSc HRM and Industrial Relations

MSc IHRM and Comparative Industrial Relations

Elective for MA Political Economy

The course analyses differences in employment between countries by addressing the relationship between employment and other institutional domains such as the organisation of work, corporate governance, education and training, welfare, and industrial relations. It also discusses the impact of 'globalisation' by addressing transnational developments such as the rise of multinational corporations, global value chains, offshoring, and pan-national governance.

BMAN20262 Globalisation & employment (since 2011)

Bachelor programmes in Business Studies

The course addresses key employment issues arising from globalisation such as changes to labour markets, the dynamics of contemporary work, and the wider societal implications. Important topics include the role of the state, migration, the global character of production, poverty and (in)equality, and the need for regulation.

BMAN73122 Comparative Employment Relations & IHRM (since 2012)

MSc Management

This course is rather similar in character and contents to BMAN70051 but adapted to the MSc Management programme. It compares employment practices between countries before addressing the impact of transnational developments such as the rising importance of multinational corporations and global value chains.

BMAN73302 HRM in Asia (since 2016)

MSc HRM and Industrial Relations

MSc IHRM and Comparative Industrial Relations

Elective for several other MSc programmes

This course investigates several important and inter-related topics that support an understanding of practices for HRM and Industrial relations in Asia. It analyses how employment is shaped by other areas of society before introducing the specific practices for HRM and industrial relations in several Asian countries, including China, India, Japan, Malaysia, and South-Korea. The course discusses how employment practices in these countries have been changing over recent years and to what extent we see important similarities across Asia.

Former teaching

I have taught courses in Manchester and previously at the University of Bradford on various aspects of employment and organisations. This includes, for example, courses on human resource management, equality and employment conditions, international human resource management, industrial organisation, economic theories of the firm, and organisational behaviour. As PhD Student at the Erasmus University Rotterdam, I taught specifically on Asia, including courses on economic policy, industrial organization, and the organisation of work.

Teaching evaluation

I have achieved good evaluation scores across all topics and programmes (UG, MSc, MBA). Particularly well received has been the teaching on the current courses where I can draw extensively on my own comparative and country-specific research. My teaching has consistently received formal recognition of 'excellence' since the School introduced a new teaching evaluation framework in 2017.

ACADEMIC VISITS

05/2017	Amsterdams Instituut voor ArbeidsStudies (AIAS) Visiting Researcher
04/2014-06/2014	Meiji University Visiting Researcher
08/2007-12/2007	Japan Institute for Labour Policy and Training (JILPT) Visiting researcher through its <i>Foreign Researcher Invitation Programme</i>
10/2001-03/2003	Hitotsubashi University Visiting researcher through a <i>Monbukagakusho</i> Scholarship for Postgraduate Research Studies

I also have a standing invitation from prof. Yoshihide Sano to join Hosei University in Tokyo as visiting researcher when my responsibilities allow for this.

MAJOR ACADEMIC GUESTS

08/2016-08/2018	Professor Yoshihide Sano Hosei University Japan. Comparative study on the retail sector in Japan and the UK
04/2016-03/2017	Professor Atsushi Sato Hosei University Japan, Comparative study on recent developments in career management and skill development in Japan and the UK
09/2023-08/2025	Dr. Shuichi Moritani Kwansei Gakuin University, Japan. Comparative study on the relation between Human Resource Departments and line managers

PROFESSIONAL ADVISORY AND CONSULTANCY WORK

- 09/2012-06/2013 **UNCTAD**
PI for a project organised as part of the Inter-Agency Working Group for the Private Investment and Job Creation Pillar of the G20 Multi-Year Action Plan on Development. Responsible for field research and report on the potential processes of skill development and upgrading (economic and social) within the Bangladesh textile and garment industry.
- 09/2010-02/2011 **Japan Institute for Labour Policy and Training (JILPT)**
Participation in conference and contribution to report on the developments in non-regular employment in six countries
- 2011-2012 **Advanced Institute of Management (AIM)**
Participation in an AIM seminar and lead author of the subsequent report on the lessons from 20 years of Japanese management
- 07/2007-12/2007 **Japan Institute for Labour Policy and Training (JILPT)**
Several presentations on specific issues in the Dutch and UK labour market while staying at the JILPT as a visiting researcher.

Manchester, 02/05/2024