Human Resource Management and Leadership (VO)

Prüfungsvorbereitung 29.04.2019

Theoretical Foundations

1)a) Briefly describe the Hawthorne Experiments! What was the aim of the experiments in the first place? (5 points)

Experiment carried out in a plant of the Western Electric Company between 1924 and 1927.
Aim of the Experiment:
Analysis of the relationship between quality and quantity of lighting and the efficiency of industrial activity.

1)b) What were the main findings? Which paradigm shift the experiment provoke? (5 points)

The main findings were that the productivity of the employees increased through involvement of the employees.
- Improve of social climate
- Working conditions (light) had no influence on productivity
- Autonomy and participatory (friendly) leadership increased performance and cohesion
- Hawthorne effect: positive effect of good personal relationships on performance (relationship between experimenter and subject)
- Small groups have better solidarity and cooperation

Paradigm: Social Man = social conditions and interpersonal relations are the most important things in life for human beings → happy cows give more milk (job satisfaction)

2)a) Describe the characteristics of both classical theories: Max Weber´s "Ideal" Bureaucracy and Taylor´s Scientific Management! (6 Points)

Weber

1864-1920

1. A bureaucracy is founded on the concept of rational-legal authority.
2. Organizational roles are held on the basis of technical competence.
3. A role's task responsibility and decision-making authority and its relationship to other roles should be clearly specified.
4. The organization of roles in a bureaucracy is such that each lower office in the hierarchy is under the control and supervision of a higher office.
5. Rules, standard operating procedures and norms should be used to control the behavior and the relationship between roles in organizations.
6. Administrative acts, decisions and rules should be formulated and put in writing.

Taylor

1856-1915

1. Horizontal division of labor (specialization)
2. Optimization of work processes and working tools
3. Separation of craft (manual) and clerical (mental) work as well as specialization in leadership (functional managers)
4. Shift of control and responsibilities to management and disempowerment of workers
5. Piece-rate incentive systems and punishment to avoid soldiering & shirking
6. Selection of employees based on tests to identify strengths
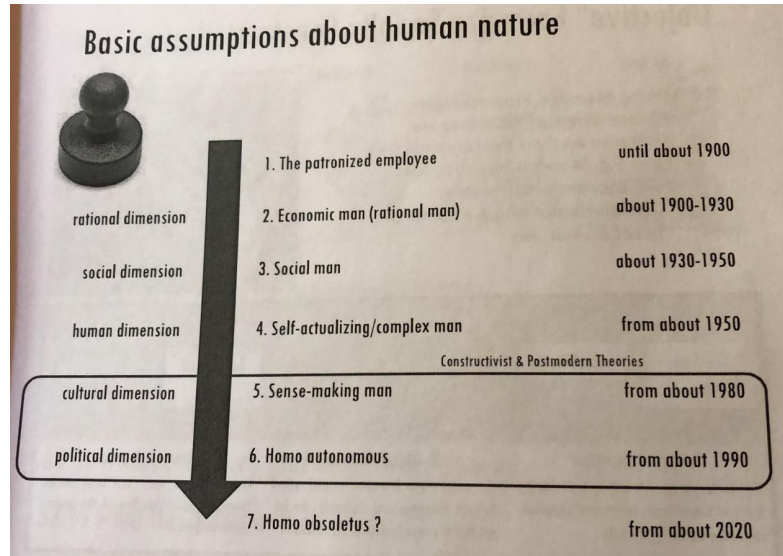7. Professional labor conflict management

2.b. Discuss both theories in the light of the example of Buurtzorg (4 points):
- How much does Buurtzorg rely on the principles of an ideal bureaucracy and scientific management, if at all? Please elaborate!
- Do the assumptions about human nature play a role in Buurtzorg's success?

→ Buurtzorg is a health-care organisation without "roles" or hierarchy, they only have regional managers, but the nurses and teams have their own decision-making process, so none of the above classical theories applies to Buurtzorg
→ Assumption about human nature: complex man - social man

3.a. Describe how the basic assumptions about human nature have changed over time! Which dimensions have been added over time? Which consequences did this have for management theories? (7,5 points)

Basic assumptions about human nature

	1. The patronized employee	until about 1900
rational dimension	2. Economic man (rational man)	about 1900-1930
social dimension	3. Social man	about 1930-1950
human dimension	4. Self-actualizing/complex man	from about 1950
	Constructivist & Postmodern Theories	
cultural dimension	5. Sense-making man	from about 1980
political dimension	6. Homo autonomous	from about 1990
	7. Homo obsoletus ?	from about 2020

Change of HR-Role

	Personnel Administration	Personnel Management	Service Provider
Goals	Legality Labor productivity	Satisfaction Economic efficiency	Self-actualization Sustainability
Guiding Principle	Bureaucracy (administrative orientation)	Market (competitive orientation)	Individual & Freedom (flexibility)
Human Nature	Economic/Rational Man	Social, & Complex man Member of organization	Sensemaking Man Generation Y & Millenials
Theories	Law, Engineering & Administrative Sciences	Business Administration Behavioral sciences	Postmodernism, critical theory plurality
Environment	Static	Dynamic	Complex and dynamic
Driving forces	Legislator (Law)	Competition	Stakeholders
Instruments	Instructions and regulations Hierarchy, Command & Control Formal qualification	Performance incentives Planning and Management by Objectives, Team work	Participation, distributed authority, Culture & Storytelling ICT

3.b. Briefly describe the main ideas of "soulful workplaces"! (2,5 points)
Life as a journey of unfolding
A life well-lived breeds success
Wisdom beyond rationality
Integration of mind-body-soul
Striving for wholeness with self, other, life & nature

4.a. What is Karl Weick's theory on sense making? Explain the tensions involved in the sense making process! (4 points)

How can i know what i Think until I see what i say?

→ **Sensemaking** or sense-making is the process by which people give meaning to their collective experiences. It has been defined as "the ongoing retrospective (=always try to give a meaning to something after it happened) development of plausible images that rationalize what people are doing" → constantly changing

Tensions: Image of others about Self and Role vs. Image of yourself

Perception of Self (individual identity) vs. perception of one´s role by others in the organization

→ needs for coping (=bewältigen): initiate sensemaking process

4.b. On which scientific paradigm is it based? (2 points)

Self-actualizing man: self-developing/actualizing individual that strives for autonomy → motivated by the possibility of personal development
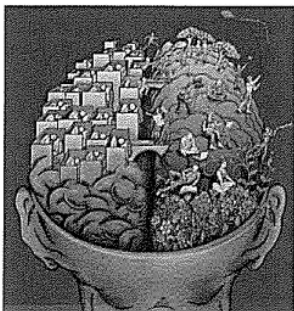
Complex man: people are influenced by many factors; complex man is adaptable and capable to learn and acquire new motives → needs are constantly changing

4.c. Which implications can be drawn from this theory for motivation and leadership? (4 points)

We propose that evolution has produced a 'drive for sense-making' which motivates people to gather, attend to, and process information in a fashion that augments, and complements, autonomous sense-making.

5.a. List Frederick Taylor's basic assumptions of Human Nature (Idea of Man)! (4 points)

„Homo oeconomicus/economic man" rational dimension

- Humans are lazy and prefer leisure over work
- Happiness can only be reached through consumption
- Consequently, motivation to work can be reached only through monetary incentives, but
- Since there is a trade-off between (1) and (2), discipline is also necessary to reach happiness
- Since (at least manually working) humans are not able to discipline themselves, they have to be subdued to explicit rules
- Engineers (scientists) can construct such rules to help workers to become happy.

Homo economicus and the self-sabotaging brain

Motivation and leadership theories focus on command and control
Management tools: Hierarchies & formal roles, bureaucratic rules, processes

5.b. What are Taylor's suggestions for "Scientific Management"? (4 points)

Increasing productivity through scientific measurements and mass production

Separate clerical (=mental) and manual positions

Studies, mass productions, measurements,...
Recruiting by specializations and special skills (e.g. size of hands, etc.)
Promotion depends on productivity

5.c. Is Taylor's theory still relevant today? Support your answer with arguments (2 points)
No! No focus on market, social structures, etc……. Some aspects about mass production may still be relevant today...

Additional Question (of the Exam 28.01.2018)

a) Entwicklung der Philosophie und der Tätigkeit von HR

Change in Philosophy

from personnel administration to people-oriented organizational activities
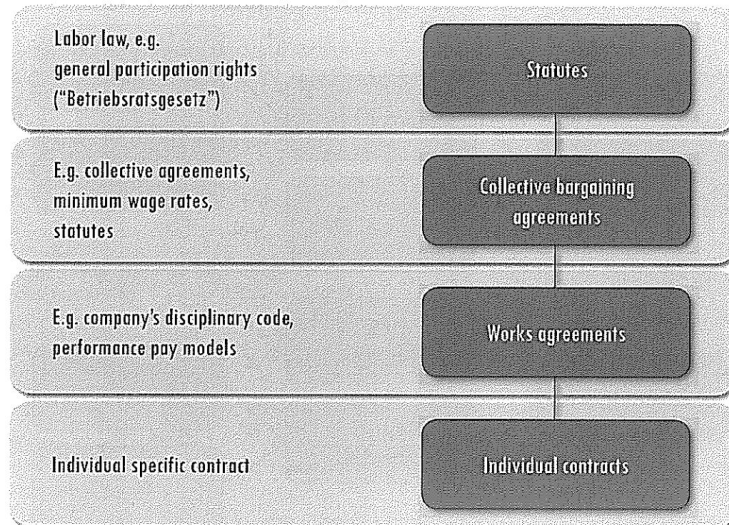
- Personnel Administration
    - Workforce centered
    - Mediation between personnel and management
- Human Resource Management
    - Resource centered
    - Managing culture is a top management responsibility
- Professional Service Provider
    - Service centered
    - Talent management & retention

b) Beispiel für Tätigkeit der postmodernen HR

Legal Framework

1.a. Explain the Hierarchy of Legal Systems relevant for labor contracts. What does this hierarchy mean in practice? Explain with an example! (5 points)

Hierarchy of the Legal System

Labor law, e.g. general participation rights ("Betriebsratsgesetz")	**Statutes**
E.g. collective agreements, minimum wage rates, statutes	**Collective bargaining agreements**
E.g. company's disciplinary code, performance pay models	**Works agreements**
Individual specific contract	**Individual contracts**

The direct consequence of this hierarchy is the fact, that each of the levels have to comply to all levels above them. I.e. this means that you cannot agree on something in an individual contract if it doesn't comply to the collective bargaining agreements.

1.b. What are features of an employment contract? (5 points)

Written employment contract not necessary although recommended

Written statement of the terms and conditions (= no contract) immediately after the employment

Features of an employment contract

- — Personal dependency (decisional power of the employer)
- — Economic dependency
- — Continuous obligation
- — Obligation to work for a certain time
- — Duty to carry out the work oneself
- — Use of employer's equipment
- — Incorporation in the employer's organization
- — Foreign regulation of the work (heteronomy)
- — Success benefits employers
- — The employer takes the risk (if product is not sold or is incorrect)

Source: Arbeiterkammer Wien

2.a. What are works councils? Explain their role! (3 points)

Works council is **a institutionalized employee representation** in companies, businesses and corporations. They represent all salaried staff in the enterprise in regards to **maintain and promote the social and economic interest** → Betriebsrat

2.b. Does every company have a works council? (1 point)

No, a company needs **at least 5 salaried workers/employees** in order to found a works council!

2.c. List and describe the rights of works councils! (3 points)

Information	Consultation	Negotiation
Social information • Hiring of disabled workers & promotions anticipated • Health and safety protection • New technologies • Wages **Economic information** • Economic and financial situation • Investment projects • Balance sheet or consolidated financial statement	**On social matters** • Social policy, individual measures • Health and safety at work • New technologies **On economic matters** • Economic and financial situation • Transfers, legal changes, M&A • Procedure for a legal ruling or bankruptcy Source: GPA	**Cooperation** • If no joint decision → conciliation committee • About reduction, removal or transfer of company facilities • Introduction of new technologies, change of owners • Mass dismissal • Individual dismissals may be postponed (max. 5 days) • Training, hours of work, profit sharing system, …

2.d. Which management decisions require consent by works councils? (3 points)

Requirements for agreement with works councils:

○ Implementation of in-house regulations, monitoring staff activity, individual questionnaires, productivity-based earnings, evaluation of salaried staff

○ No agreement found, then dispute is placed before a conciliation committee

○ Dismissal of more than 200 salaried staff in enterprises with fewer than 400 salaried staff ⇒ national economic commission must be consulted

Remark: Question isn't answered directly in slides, but to summarize: Everything which makes an impact on employees (privacy, salary, status within the company, working rights, regulations etc.).

3.a. What are the different types of employment? Indicate the underlying laws for each type! (4 points)

Mainly there are white-collar and blue-collar workers (see below), but also other types!

Types of Employment

1. Wage earners = employed persons
   — Subject to Austrian labor law
   — White-collar employee: „Angestelltengesetz" (part of the labor law)
   — Blue-collar worker: General Civil Law Code (ABGB) and regulations of the relevant industry's collective agreement
   — Differences in:
      • Duration of sick pay: employees get paid longer when away sick
      • Reasons for absence from work are regulated mandatorily in the collective agreement for blue-collar workers
      • Termination and dismissal

2. **Other forms of employment**
   — Are not or only partially subject to Austrian labor law
   — Examples: civil servants, self-employed, etc.

Other Forms of Employment

Forms of employment that are not or only partially regulated by labor law

Employed-like / Executive	Civil Servants	Other
o Freelancer	o Public servant	o Subcontract worker
o Contract for work and services ("Werksvertrag")	o Judges	o Homeworker
o Executive	o conscientious objector performing community service (Zivildiener)	o Monks
o Executives who decisively influence the overall management of the company (can also be employed)	Soldiers	o Inmate
	o etc.	o Apprentices
		o Shareholder
		o Trader
		o Freelancer
		o The "new self-employed"
		o etc.

→ civil servant = Beamter

Freelance-Contract & Contract for Work and Services

- **Freelance contract (freier Dienstvertrag/ freie DienstnehmerInnen):**
  - Examples: consultants, freelancing journalist
  - Labor law is not fully applied: for example unless otherwise agreed, no right to salary based on collective wage agreement, holiday & Christmas allowance and paid holiday
  - Features: No guaranteed outcome, use of own tools, no integration into the organization of ordering party, No or limited personal dependency

- **Contract for work and services (Werkvertrag):**
  - Example: order at a tailor for the production of a suit
  - Features: Results orientated, guaranteed outcome, no personal duty to work, use of own tools, no integration into the ordering party, no personal and economic dependency
  - Trade license necessary, exception: new Self-employed

New Self-Employed „Neue Selbständige"

- Persons who have income from self-employed business activities and do not need a trade license for this activity
- No member of Economic Chamber
- Insurance obligation when income is above €6.453,35 annually (in 2012, yearly adaptation) or € 4.515,12 when additional income from employed activity
- Mostly contracts for work and services
- Due to status of self-employment, they are not entitled to holiday & Christmas allowance, paid vacation, severance pay, etc.

Examples: authors, reviewers, speakers, self-employed psychotherapists / midwifes / physiotherapists

Risk of "pseudo self-employment"
Working person acting as independent entrepreneur, even though the nature of the work rather represents employed activity. E.g. a cook, who would have "flexible scheduling" according to the contract, has to work in the restaurant's kitchen at lunch and dinner time.

Source: Wirschaftkammer Österreich 2012

3.b. You are going to have an internship practical training in the form of an employment next summer. What are the characteristics of this employment and what is the difference to an internship (volunteer position) for training purpose? (6 points)

Trainees

Type of activities is crucial for type of employment

a) Internship for training purpose (for example, required internships, volunteer positions):
—   Volunteers have higher freedom regarding presence in the organization and are not subject to directives
—   No general compensation claim, however accident insurance

b) Practical training in the form of an employment
—   Personal dependency (pre-determined working hours, bound by instructions, etc.)
—   Therefore: employment law and collective agreements are valid (holiday and Christmas allowances, etc.)
—   e.g. **Vacation employment** („Ferialarbeitsverhältnis") is generally a "normal" employment during the holiday season

c) Internships after university education
—   Are in any case to be reported to the social security

Practical trainings are actually bound to some liabilities and in return the trainee normally receives the rights of a normal employee (see b). Normal internships without or with less pay result in very little liabilities of the volunteers.

HR Planning

Please calculate the staff requirement of the following example by using the Rosenkranz Formula with correction which is given in the following! (4 points)

$$PB = \frac{\sum_{i=1}^{n}(m_i \cdot t_i)}{T} \cdot f_{NV} + \frac{t_v}{T} \cdot \frac{f_{NV}}{f_{TV}}$$

Lawyer's support office: six (6) secretaries à 170 hours/month working for 15 lawyers who are specialized on business law

- Calls: 800/month, processing time: 6 minutes
- Emails: 600/month, processing time: 10 minutes
- Submitting contracts in a database: 100/month, processing time: 30 minutes
- Creation of new files: 40/month, processing time: 15 minutes
- Miscellaneous activities: 300 hours
- Forgotten tasks f_{NAZ}= 1,3
- Fatigue and recovery f_{EZ} = 1,12
- Downtimes f_{AQ}=1,1

1)a)

Target handling time = 800 * 1/10 + 600 * ⅙ + 100 * ½ + 40 * ¼ = 240
Necessary delay allowance f_{NV} = 1.3 * 1.12* 1.1 = 1.6
Actual delay allowance f_{TV} = 6 * 170 / 240 = 4.25
PB = 240/170*1.6 + 300/170 * 1.6/4.25 = **2.923**

1.b. Interpret the result! (3 points)

Currently there are 6 secretaries employed and the actual demand is 3. The result (PB) has to be rounded and according to the Rosenkranz formula 3 secretaries should be dismissed.

1.c. Discuss possible measures of human resource planning and staff assignment which follow from the result. What would you concretely recommend? (3 points)

Already answered by b?
Other possible measures:
- Regression analysis
- Efficiency = Input/Output = Output/Time / Input/Time = Productivity/Wage rate

2.a. Name and briefly describe the three different methods for demand forecast. (3 points)
- Summative Method:
    - Key-Ratios (e.g. professors per student, etc.)
    - Span of control (number of employees/supervisor; ideal span = 6)
    - Benchmarking (compare within industry)
    - Expert survey
- Analytical Method:
    - Calculation of the staff demand by given data (e.g. Rosenkranz formula)

- Number of operations, time needed per operation, working time per person, etc.
- Statistical Method:
  - Calculation of demand e.g. by regression, uses uncertainty

2.b. What are advantages and disadvantages of each method? (5 points)

Summative Methods	Analytical Methods	Statistical Methods
• General experience and standard values • Simple • In addition to economic goals, other (qualitative) objectives can be considered • Based on past performance	• Exact • Time-and cost-consuming • Coefficients come from knowledge about production (processes) • Deterministic • Focused solely on economic efficiency	• Empirical relation • Coefficients are estimated statistically • Uncertainty is taken into account • Requires historical data

2.c. In your opinion, which method is best to calculate the demand for nurses in a hospital? Why? (2 points)

Summative Method, because working with people and the social component of a hospital is hard to calculate (+ only method where unmeasurable quality is taken into account); experience is very important.

Recruitment, Selection and Outplacement

1.a. What are criteria of a good selection process? Describe them briefly! (3 points)

Criteria of good selection Process

- **High validity**

  Correlation between the selection criteria (e.g. grades) and the expected performance of the candidate (e.g. qualifications, achievement potential, motivation)

- **High reliability**

  Selections lead to the same results at different times and by different raters

- **Fairness**

- **Cost effectiveness**

- **Low complexity** of the procedure

- **Legality**

1.b. What are, in general, advantages and disadvantages of interviews as selection tool? Which types of interviews exist? How can the quality of interviews be improved? (7 points)

Interviews as a selection tool have very low validity if designed poorly. They are troubled by cognitive biases and systematic errors.

On the other hand interviews are comparably cost efficient and not very complex. Legal troubles are rare.

Types of Interviews:

- Structured vs unstructured
- Face to face vs telephone/online
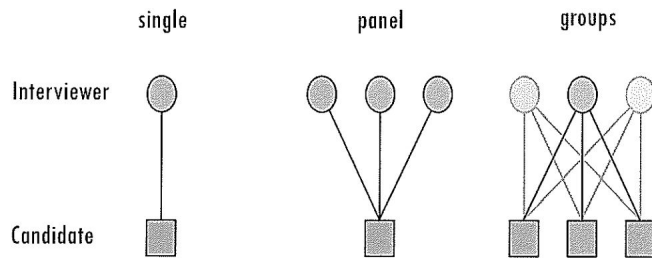
Improving quality of interviews:

Structured interview:

Situational interview: critical incidents of the prospective job: "What would you do?"

Competency-based interviewing: specific traits reflected in past achievements: STARs = Situations, Tasks, Actions, Results: "What have you done?"

Patterned behavior description interview: probing major life events: "Why have you decided to ...?"

2.a. How to assess potential future employees? Please name different techniques and describe two of them! (4 points)

Assessment Techniques

Interviews: one-to-one & interview panel

Psychological tests: intelligence testing & personality tests

Work-based tests: in-tray exercises, situational interviewing

Assessment centers (AC): individual as well as group tasks

Bio data: biographical data

References: current or former employers

Work sample tests

Graphology: handwriting samples (e.g. common in France and Switzerland)

Astrology: zodiac signs

Polygraph test: lie detector test

2.b. Which cognitive biases can occur in this context? Briefly describe two! (4 points)

Assessment - Cognitive Biases

Order effects (primacy and recency): tendency to give more weight to information given to the first and/or last pieces of information to the detriment of information in the middle; may cause disadvantages for interviewees scheduled in the middle

Contrast-effect: interviewer gives a distorted rating of an applicant based on a comparison against another applicant who has unconsciously been established as a 'benchmark' due to a particularly good or bad interview performance

Halo-effect (horn effect): personality is evaluated based on one prominent positive (negative) characteristic; Perceptions of attractiveness may also cause halo effect

Confirmation bias: tendency to look for evidence of our existing assumptions, and ignore or give lesser weight to contradictory information

Similar-to-me effect: more positive judgments when similar background / behaviour of interviewer

Stereotypes: beliefs of specific types of individuals or certain ways of doing things which may or may not accurately reflect reality

Standardized measurements: same person is evaluated differently based on group's performance (strong or weak group)

Non-standardized interviews ➨ very low validity

(Scholz, 2000, p.497)

2.c. How to increase the validity of recruitment interviews? (2 points)

Assessment — Recruitment Interview

Improving quality of interviews:

> What would you say was your biggest strength?

Structured interview:

***Situational interview***: critical incidents of the prospective job: "What would you do?"

Competency-based interviewing: specific traits reflected in past achievements:
STARs = Situations, Tasks, Actions, Results: "What have you done?"

Patterned behavior description interview: probing major life events: "Why have you decided to ...?"

3.a. What is an assessment center and what are the main characteristics of it? (5 points)

Assessment Center

- Several candidates
- A number of (trained) observers
- Structured process
- Individual exercises
    - ✓ Presentation
    - ✓ In-tray exercise
    - ✓ Role play exercise
    - ✓ (Case study) interview
- Group exercises
    - ✓ Group discussion
    - ✓ Case study
    - ✓ Negotiation Exercise
    - ✓ Construction / Building exercise
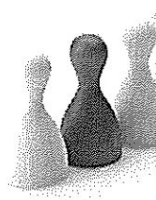
Relatively high validity (Scholz, 2000, p.497)

3.b. When is it advantageous to do assessment centers? Why? (3 points)

The assessment center method was developed when people started realising that just asking questions and interviews were not enough to prove a person's suitability. After all, almost everyone will claim to be stress resistant, but only practice can show whether that really is the case..

Using the assessment center method, candidates are tested for the qualities required for a certain position. If it is an executive function, candidates will have to show their leadership qualities in the assessment. If it is an organisational function, the assessment will focus more on organisational qualities.

Quelle: https://www.123test.com/assessment-center-method/

3.c. Which alternative selection techniques are there? (2 points)

- Interviews
- Simulation and "Serious Games"
- Personality Tests (low validity)
- Ability Tests (acceptable validity)
- Biographic Questionnaire
- Online Selection Tests

For details to the techniques read the chapter! amk

4.a. Which forms of contract dissolution are there? Please describe important differences! (4 points)

See (6.a.)

4.b. Please describe the HR-instrument "Outplacement" and which aspects it should include! (4 points)

Also see (6.b.)!

Die Begriffe **Outplacement** (engl.) bzw. **Außenvermittlung** bezeichnen eine von Unternehmen finanzierte Dienstleistung für ausscheidende Mitarbeiter, die als professionelle Hilfe zur beruflichen Neuorientierung angeboten wird, bis hin zum Abschluss eines neuen Vertrages oder einer Existenzgründung.

Managing outplacement may include:

- Communicating the reality and its consequences as soon as they are known
- Counseling for the individuals facing redundancy (help with coping of psychic-social stress)
- Help to discover aptitude for alternative types of work (e.g. through the use of psychometric tests)
- Training in new and relevant skills (e.g. self-presentation)
- Using corporate networks to identify vacancies
- Support for job search (e.g. help with composing a CV)
- Allowing employees taking time off to seek other employment and attend interviews

4.c. Please sketch roughly how the emotional response to dismissal or termination could be! (2 points)

Emotional response to change - phase curve
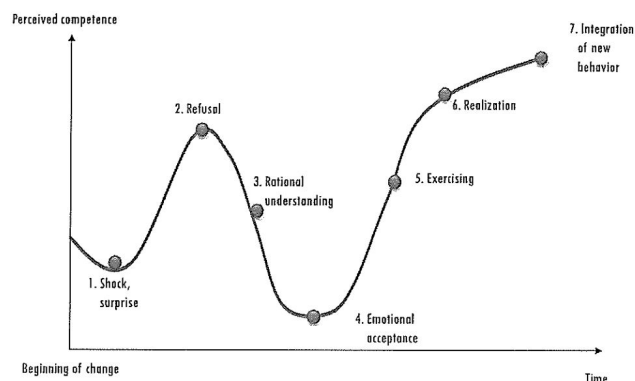
5.a. What are biographic information questionnaires and how are they developed? (4 points)

Questionnaires regarding past performance and behavior in order to predict how a candidate is suitable for the job and how he will perform.
Also shared characteristics of successful workers for the same/similar position are evaluated and the candidate is compared to those profiles/characteristics.

Biographic Information Questionnaire

Biographic information sheet (BIB)
- o Analysis of biographic commonalities of the organization's successful coworkers for generating a biographic profile and developing a questionnaire
- o High „face validity": past work behavior is a good predictor for future work behavior

Biographic Questionnaire

- How many different flats have you lived in?
- When you were a child, with whom did you live the most time? (Parents, a parent, grandparents, nursing home)
- Did you have many toys?
  (almost nothing up to everything I could wish for)
- How would you rate your first school years?
  (with difficulty, normal, successful, stimulating)
- What did your parents consider most important in terms of job choice?
  (that I am better off than my parents, that I earn well, that I enjoy my occupation, that I am expert in my area)
- How many books do you have at home?

etc.

5.b. Discuss validity and reliability of biographic information questionnaires! (3 points)

Relatively high validity - low reliability

- Efficient when screening a high number of applications
- Efficient when not only yes/no answers, but also open questions are asked

5.c. Discuss critical issues of this method! (3 points)

Problems:

- No theory about the relationship between items and the respective criterion
- Predictors based on performance of existing workforce
- High effort to develop questionnaire
- lack of transferability & generalization
- manipulation is possible
- discrimination (e.g. different questionnaires for men and women)

6.a. Please name possibilities of direct staff layoff and describe their main features! (4 points)

Employer termination
- Unless otherwise agreed: at least six weeks notice up to 5 months (depending on years of service)
- Only by 15th of the month or by last day of the month (=> 24 dates/year)
- Special protection against dismissal (dismissal only with consent of Labor and Social Court):
  - Expectant mothers
  - Parental leave
  - Works council
  - etc.

Employee termination (resignation)
- White-collar („salaried") workers (Angestellte):
  - Unless otherwise agreed one months' notice period (up to six months)
- Blue-collar ("waged") workers (Arbeiter):
  - Notice period and dates are primarily regulated in the various collective agreements

Termination agreement (consensual): mutual voluntary termination of the employment contract

Dismissal for reasons of insubordination, disloyalty and other types of gross misconduct ("**Entlassung**")
- immediate termination of employment by employer
- Reason for dismissal must be given
- Different reasons for dismissal between white and blue collar workers

Gardening leave ("Dienstfreistellung"):
- employee is released from duty (usually during notice period)
- salary is continued to be paid

6.b. Name and describe two HR development instruments for personnel layoff! (4 points)

Exit interview (on a voluntary basis and by an outside person)

— Reasons for leaving

— Evaluation of different aspects of work activity

— Suggestions for improvement

Outplacement

— A process through which the organization will help employees facing redundancy to find other jobs

— negative effect of staffing reduction should be minimized: employer breaches psychological contract (also perceived by remaining staff)

6.c. Why should HR development instruments be applied from the perspective of the employer? (2 points)

As described in (6.b.) these measurements are perceived positively by the remaining stuff and also may yield to suggestions for improvement and valuable feedback for the company.

7.a. Please explain the problem of asymmetric information in the context of recruitment and selection processes! (2 points)

The company can only describe the job profile and the company itself. The employee can only describe what he is able to do and that he is willing to do so. There is a lot of room for misunderstandings and a big difference in the knowledge base.

Asymmetric information

| Employees (candidates)	Employers (companies)
○ Knowledge, skills & abilities ○ Willingness to use these	○ Requirements of the job ○ Long-term development of the company

7.b. Explain the two possible strategies to deal with the problem of asymmetric information! (4 points)

Two key ways to increase self selection and reduce asymmetric information:
1. **Screening** (e.g. interviews, probation time, piece work)
   Efficient if unskilled workers have little chance to stay undetected during probation
2. **Signaling** (e.g. guided tours, credentials, hallmarks, work samples)
   Efficient if credentials are easy to gain for skilled workers and difficult for unskilled workers.

7.c. What is adverse selection? (2 points)
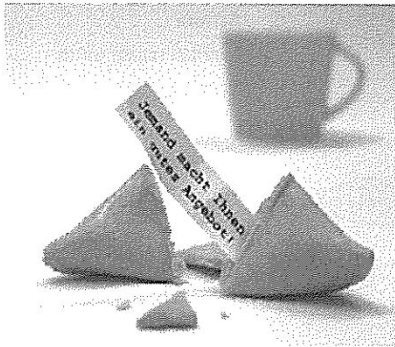
Adverse Selection

... occurs when systematically the wrong type of candidates is attracted to the job, while suitable candidates are not.

7.d. What can be done against adverse selection? (2 points)

Aim

... Designing incentive systems (salary, probation) in a way that

(i)   unsuitable candidates (e.g. unqualified / unproductive) refrain from applying,

(ii)   while as many as possible suitable candidates (qualified / productive) apply

What can be done?

(i)   **Contingent Contract**: offer a piece rate wage instead of a time wage

→ pay is strictly on output
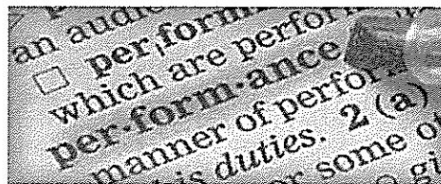
(ii)   **Temporary Contract**: offer a temporary contract with probation wage

→ only skilled workers get tenured

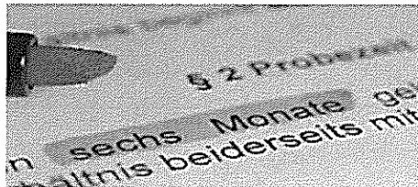**8.a. What is meant by employer branding? Please indicate possible USPs= Unique Selling Propositions and Success Factors. (5 points)**

- Development of a positive "**brand image**" of the organization
- Building on any aspect of the working experience that is distinct from that offered by other organizations competing in the same broad applicant pool
- Possible USPs
  - high pay
  - generous benefits package
  - flexible working
  - friendly and informal atmosphere
  - strong career development potential
  - job security

Torrington, Hall & Taylor, 2008, p. 159

Success factors: Building a high trust workplace with camaraderie between employees, pride for your job and respect and fairness between the company and its employees.

8.b. What are, in general, ways to search for talent on the external labor market? What are possible advantages and disadvantages to recruit on the external labor market? (5 points)

Talent Search

	Contact	
	direct	indirect
passive	Direct recruitment Campus recruiting (schools, colleges, universities)	Head hunter Job centres Friends or relatives of existing employees
active	Job advertisements Internet (electronic recruiting) Casual callers	Job centres Recruitment agencies Executive search agencies

(Applicant on vertical axis: passive / active)
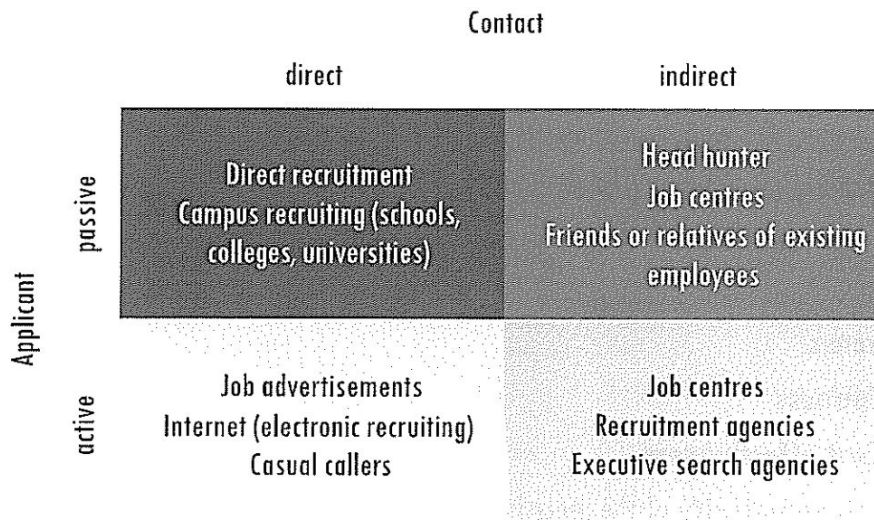
Internal vs. External Labor Market

External Labor Market	Internal Labor Market
✓ New ideas	✓ Low risk
✓ Expertise well specifiable	✓ Quick procedure
✓ Information about competitors	✓ Knowledge of internal processes
✓ Image	✓ Motivation
✗ Costs	✗ Low number of options
✗ Fluctuation risk	✗ Lack of expertise
✗ Uncertainty	✗ Rivalries
✗ Lack of knowledge about organization	✗ "Automatic promotion"

Scholz, 2000, p.394

Assignment & Job Design

1.a. What's the Job Characteristics Model? Indicate its important features and describe them briefly! (5 points)

$$MPS = \frac{\text{skill variety} + \text{task identity} + \text{task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Motivational Potential Score (MPS)	a predictive index that suggests the motivating potential in a job
Skill variety	degree to which a job requires a variety of different activities
Task identity	degree to which a job requires completion of a whole and identifiable piece of work
Task significance	degree to which a job has a substantial impact on the lives or work of other people
Autonomy	degree to which a job provides substantial freedom, independence, and discretion to the individual
Feedback	degree of direct and clear information about the effectiveness of performance

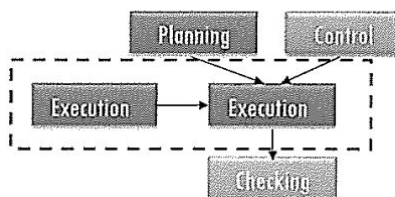**1.b. Which predictive index can be calculated with the model and how? (2 points)**
Motivational Potential Score (MPS): a predictive index that suggests the motivating potential in a job

1.c. How can jobs be redesigned to increase motivation of employees? What will be most effective in your opinion? (3 points)
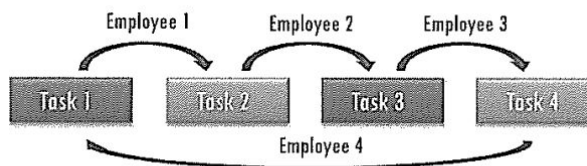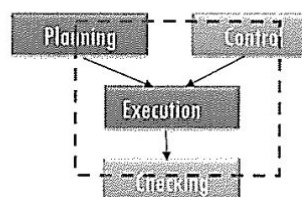
Quelle:
Beim **Job Enlargement** erhält ein Mitarbeiter zusätzliche Aufgaben als Ergänzung zu seinen bisherigen Tätigkeiten. Dabei handelt es sich immer um Arbeiten, die dem bisherigen Anforderungsprofil entsprechen. Fachliche Weiterbildungen sind selten notwendig; der Mitarbeiter wird auch nicht befördert.

Auch das **Job Enrichment** ist eine Form der Aufgabenerweiterung, allerdings mit einem wichtigen Unterschied gegenüber dem Job Enlargement.
Beim Job Enrichment sind die neuen Aufgaben nicht auf dem gleichen Niveau zu finden, sondern auf einer höheren Hierarchiestufe. Der Arbeitnehmer bekommt also nicht nur neue Aufgaben, sondern auch mehr Verantwortung und Entscheidungsmacht.

Best: Job Enrichment, since climbing up the career ladder will probably boost the motivation and therefore lead to higher productivity.

2.a. Please describe the job characteristics model of Hackman and Oldham into detail. (6 points) → siehe 1)a)

2.b. Which core job dimension of the Hackman & Oldham model is influenced by job enlargement? (2 points)
für die Beschreibung der Dimensionen siehe Bild 1)a)
→ task identity
Evtl. task significance, feedback?

2.c. In general, what are advantages and disadvantages of work specialization? (2 points)

Advantages	Disadvantages
+ Little training necessary, easy adaption	- Monotonous physical and mental stress
+ Easy assignment process	- Decrease in adapting and change capabilities
+ Short period of vocational adjustment	- Restricted social interaction and communication
+ Increases labor productivity and quality	- Monotony and alienation (=Entfremdung)

Group (Properties)

1.a. Please briefly describe the Five-Stage Model of group formation! (5 points)

The Five-Stage Model of Group Formation

- **Stage 1: Forming**

  Uncertainty about roles, low trust

- **Stage 2: Storming**

  Conflicts within the group, leadership tries to establish itself

- **Stage 3: Norming**

  Formation of cohesion and unity

- **Stage 4: Performing**

  Energy is directed at achieving the performance target

- **Stage 5: Adjourning**

  Completion of tasks, termination of roles, dissolution of temporary groups
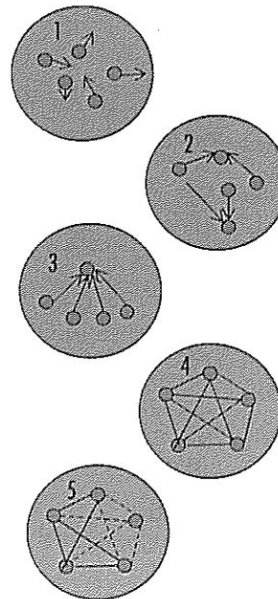
1.b. What is meant by groupshift? (2 points)

Example:

Car company has been sued for one million Euro compensation due to a death that occurred because rear door opened itself.

Two possibilities:
(A) Conservative strategy: settlement out of court.

(B) Risky strategy: case to be taken to the court.

Each manager has a personal opinion. How will they decide as a group?

Weinert, 2005, S. 434

Position of Group Members Before Discussion:

× ×   × ×   ● ●● ●

Most Conservative Alternative   Medium Risk   Most Risky Alternative

Position of Group Members After Discussion:

CONSERVATIVE SHIFT   RISKY SHIFT

× × × ×   ● ● ● ●

Most Conservative Alternative   Medium Risk   Most Risky Alternative
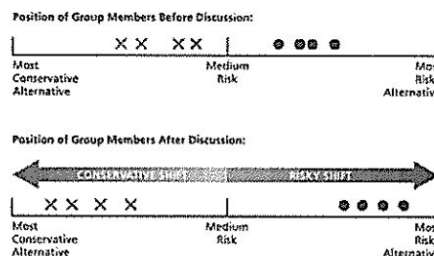
- **Groupshift:** polarization of group opinion into extremes

- Direction depends on position previous to discussion: sometimes groups are more conservative than individual decisions, but more often → shift towards greater risk

- Due to diffusion of responsibility, conformity pressures, increased confidence and social comparison

- Can be viewed as special case of groupthink

1.c. What are other phenomena that can occur in groups? Describe them briefly! (3 points)

Shirking, Social Loafing & Free Riding

○ **Shirking** („Drückebergerei") in team work (Alchian/Demsetz, 1972)

○ **Social Loafing** („Soziales Faulenzen") Decreasing individual effort in the presence of others (Latane, 1979)

○ **Free riding** („Trittbrettfahren") of public goods: problem of collective behavior, when economic agents consume public goods, but do not give anything in return

Phenomena occur when individual effort/contribution cannot be measured/controlled
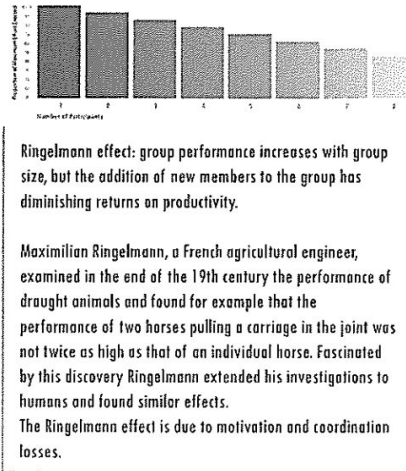
Ringelmann effect: group performance increases with group size, but the addition of new members to the group has diminishing returns on productivity.

Maximilian Ringelmann, a French agricultural engineer, examined in the end of the 19th century the performance of draught animals and found for example that the performance of two horses pulling a carriage in the joint was not twice as high as that of an individual horse. Fascinated by this discovery Ringelmann extended his investigations to humans and found similar effects.
The Ringelmann effect is due to motivation and coordination losses.

2.a. Which criteria define groups? (2 points) What are benefits and disadvantages of group work! (4 points)

Four criteria of groups:
1. Two or more people in social interaction
2. Stable group structure
3. Shared goals
4. Members perceive themselves as being a group

Benefits

- Economies of scale

- More autonomous and less monotonous

- Better decisions (because of more information and more complex considerations)

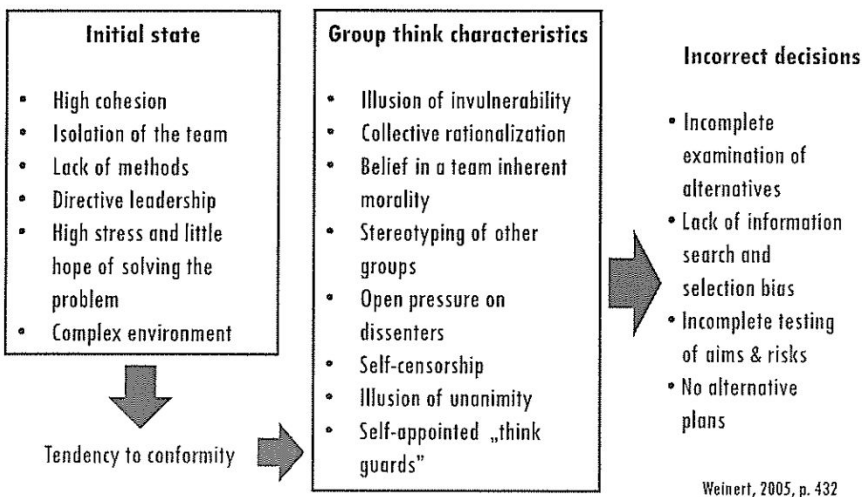- Larger acceptance and higher satisfaction

Disadvantages

- Increased time required

- Group think

- Diffusion of responsibility and risk-shift phenomenon

- Shirking

- Difficult to evaluate individual performance

2.b. Explain the phenomena of groupthink and indicate possibilities to avoid it! (4 points)

Gruppendenken ist ein Prozess, bei dem eine Gruppe von an sich kompetenten Personen schlechtere oder realitätsfernere Entscheidungen als möglich trifft, weil jede beteiligte Person ihre eigene Meinung an die erwartete Gruppenmeinung anpasst. Daraus können Situationen entstehen, bei denen die Gruppe Handlungen oder Kompromissen zustimmt, die jedes einzelne Gruppenmitglied unter anderen Umständen ablehnen würde.

Group Think

Initial state	Group think characteristics	Incorrect decisions
• High cohesion • Isolation of the team • Lack of methods • Directive leadership • High stress and little hope of solving the problem • Complex environment	• Illusion of invulnerability • Collective rationalization • Belief in a team inherent morality • Stereotyping of other groups • Open pressure on dissenters • Self-censorship • Illusion of unanimity • Self-appointed „think guards"	• Incomplete examination of alternatives • Lack of information search and selection bias • Incomplete testing of aims & risks • No alternative plans

Tendency to conformity

Weinert, 2005, p. 432

Strategies against groupthink

- **Promote open inquiry:** identify negative aspects of a decision before it's too late (e.g. devil's advocate)

- **Use subgroups:** base decisions on recommendations of two groups

- **Admit shortcomings:** no decision is perfect, ask for doubts and misgivings about a group's decision

- **Hold second-chance meeting:** before implementation hold a second-chance meeting for group members to express doubts

3.a. Please explain the group property "conformity" and describe the Asch experiment in this context! (5 points)

Conformity: To give in to the opinion on the group because of social factors.

Would recommend just watching it (4 mins): https://www.youtube.com/watch?v=TYIh4MkcfJA

3.b. What is groupthink? What can be done against it? (5 points)

See (2.b.)!

4.a. What is meant by "roles" in the context of groups? (3 points)

Roles = Set of expected behavior patterns attributed to someone occupying a given position in a social unit
Role identity = attitudes and behavior, consistent with role (expectations), create identity

4.b. Please briefly describe the Stanford Prison experiment! What are the main findings? (5 points)

Students were put in an prison with some of them playing guards and others playing prisoners. The experiment escalated very fast because the people acted based on their role without reflecting a lot anymore.

Main findings:

According to Zimbardo and his colleagues, the Stanford Prison Experiment demonstrates the powerful role that the situation can play in human behavior. Because the guards were placed in a position of power, they began to behave in ways they would not usually act in their everyday lives or other situations. The prisoners, placed in a situation where they had no real control, became passive and depressed.

→ The role and its identity will impact the behavior of a person occupying that role.

4.c. What are other important group properties? Describe them briefly! (2 points)

Next to roles there are:

Norms:
performance norms, appearance norms, social arrangement norms, resource allocation norms
➜ group pressure for conformity: e.g. Asch Experiment

Status:
socially defined position or rank given by others (derived from assigned power, ability to contribute to goals and personal characteristics)
➜ creates status hierarchies (e.g. influences conformity to norms)

Size:
smaller groups are faster and better performing, larger are groups better in problem solving (diversity)
➜ social loafing

Cohesiveness:
degree to which members are attracted to each other
➜ influences productivity (moderated by performance norms)

5.a. Describe the Five-Stage Model of group formation! (5 points)

See (1.a.)!

5.b. What is groupthink? What are its main characteristics? (3 points)

See (2.b.)!

5.c. What can be done against groupthink? (2 points)

See (2.b.)!

6.a. Please indicate the criteria of groups. What is the difference of a group and a team? (5 points)

Four criteria of groups (repetition of 2.a.):
1. Two or more people in social interaction
2. Stable group structure
3. Shared goals
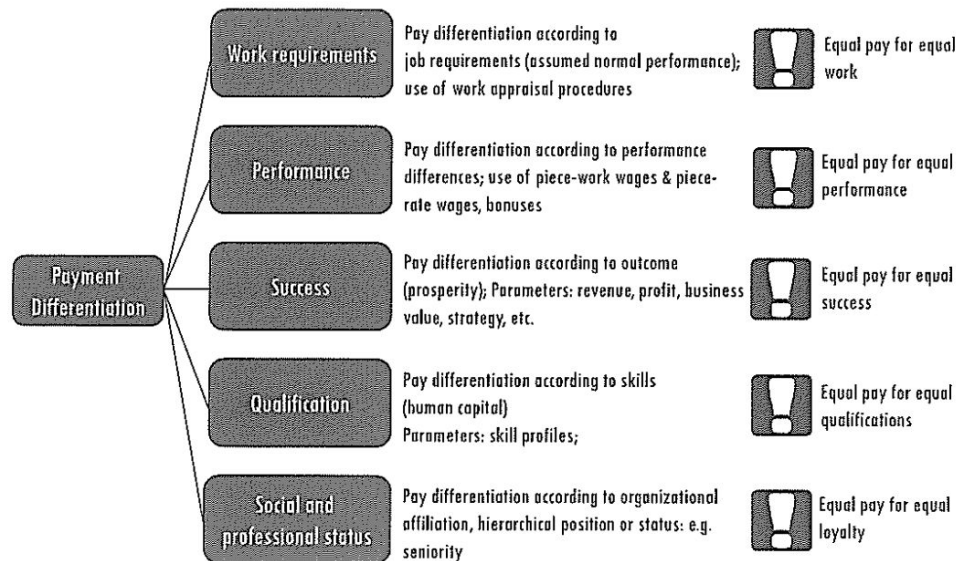4. Members perceive themselves as being a group

A team is a group whose members have complementary skills and are committed to a common purpose or set of performance goals for which they hold themselves mutually accountable.

6.b. What are benefits & disadvantages of group work? (5 points)

See (2.a.)!

HR Development, Appraisal and Incentive Systems

1.a. List and describe the five different criteria for payment schemes (5 points)

Work requirements	Pay differentiation according to job requirements (assumed normal performance); use of work appraisal procedures	Equal pay for equal work
Performance	Pay differentiation according to performance differences; use of piece-work wages & piece-rate wages, bonuses	Equal pay for equal performance
Success	Pay differentiation according to outcome (prosperity); Parameters: revenue, profit, business value, strategy, etc.	Equal pay for equal success
Qualification	Pay differentiation according to skills (human capital) Parameters: skill profiles;	Equal pay for equal qualifications
Social and professional status	Pay differentiation according to organizational affiliation, hierarchical position or status: e.g. seniority	Equal pay for equal loyalty

1.b. Explain the difference between extrinsic and intrinsic motivation! (2 points)
Quelle:
https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384

Extrinsic Motivation
Extrinsic motivation occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment. In this case, you engage in a behavior not because you enjoy it or because you find it satisfying, but in order to get something in return or avoid something unpleasant.

Intrinsic Motivation
Intrinsic motivation involves engaging in a behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward. Essentially, the behavior itself is its own reward.

1.c. What is the surprising truth about motivation (video)? Explain! (3 points)
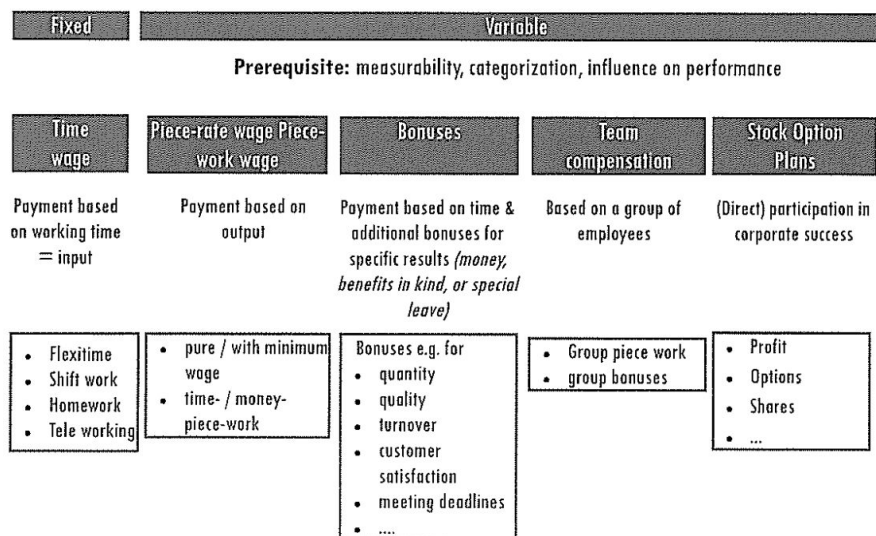
→ if task is only manually (with NO cognitive skills needed); monetary rewards work for motivation → only for simple & straight forward tasks

→ else: larger reward leads to poor performance

You have to pay people enough to make them not think about the money but about the work:
1) Autonomy: desire to be self directed
2) Mastery: the urge to get better at stuff
3) Purpose motive should be bigger than profit motive

Video: https://www.youtube.com/watch?v=u6XAPnuFjJc

2.a. Which different wage forms are there? Briefly describe them and give an example! (5 points)

Fixed	Variable			

Prerequisite: measurability, categorization, influence on performance

Time wage	Piece-rate wage Piece-work wage	Bonuses	Team compensation	Stock Option Plans
Payment based on working time = input	Payment based on output	Payment based on time & additional bonuses for specific results *(money, benefits in kind, or special leave)*	Based on a group of employees	(Direct) participation in corporate success
• Flexitime • Shift work • Homework • Tele working	• pure / with minimum wage • time- / money-piece-work	Bonuses e.g. for • quantity • quality • turnover • customer satisfaction • meeting deadlines •	• Group piece work • group bonuses	• Profit • Options • Shares • ...

2.b. What are reasons for fixed wages? (5 points)

- Legal restrictions or according to collective agreements
- Risk distribution
- Measurement problems and costs
- Efficiency wages
- Career options (associated with wages based on seniority)

Problems in determining the level of remuneration

- **Pay gap** between executive pay and employee remuneration: lack of a functioning market mechanism
- **National economic wage rate:** distribution of value added between employees and employers

3.a. Explain the main propositions of the agency model! (4 Points)

- Optimizing Problem
    - Target Function of the principal (=Chef/Auftraggeber)
- Constraints
    - Agent maximizes his/her utility
    - Participation constraint

- Rational (optimizing) behavior of economic actors (principal and agent)

- Agent: suffers from work - trade off between compensation and effort

- The principal anticipates the agent's behavior and designs a compensation system that maximises his own profit

- Participation constraint: taking the context into account

3.b. What does the net success of the principal in this model depend on? Please show it also graphically! (2 Points)
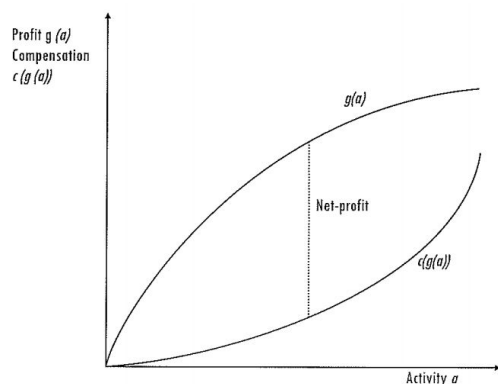
a	Level of activity of the agent
$g(a)$	Profit function
$c(g)$	Compensation function
$u(c,a)$	Utility function of the agent

Optimization Problem:

Target function of the principal
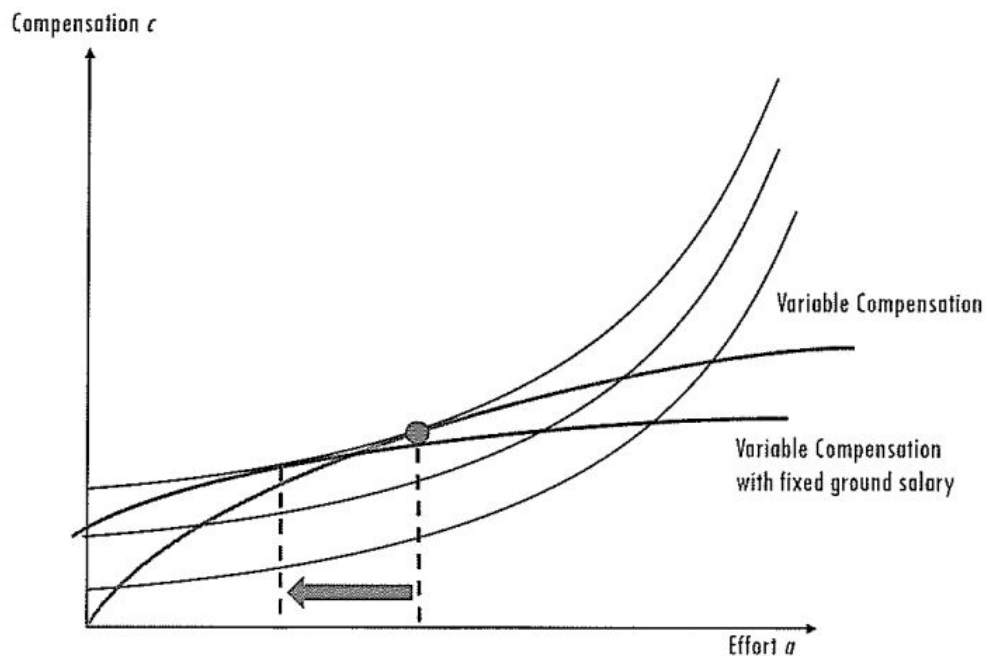$$\max\ g(a^*) - c(g(a^*))$$

Constraints:

Agent maximizes her utility
$$u(a^*, c(g(a^*))) = \max u\ (a, c(g(a)))$$

Participation constraint
$$u(a^*, c(g(a^*))) \geq u_{min}$$

3.c. What does Agency Theory suggest with regard to variable and fixed compensation? (2 Points)
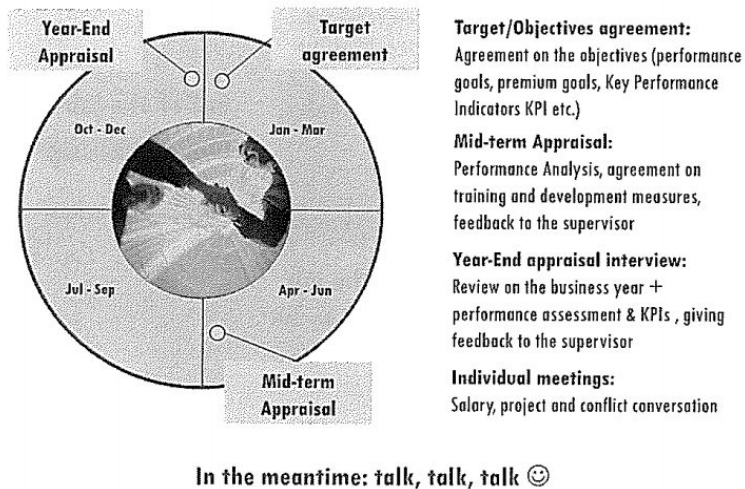

→ implementation with variable compensation and fixed ground salary will lead to less effort of the employees
→ variable compensation recommended (higher point on the indifference curve)

3.d. Under which conditions do variable compensation models have no incentive effect? (2 Points)
If the incentive system and payment schemes do not maximize at the same time the employee´s and the organization´s fit

4.a. Briefly describe the most important cornerstones of a typical performance management cycle (yearly)! (4 points)

Target/Objectives agreement:
Agreement on the objectives (performance goals, premium goals, Key Performance Indicators KPI etc.)

Mid-term Appraisal:
Performance Analysis, agreement on training and development measures, feedback to the supervisor

Year-End appraisal interview:
Review on the business year + performance assessment & KPIs, giving feedback to the supervisor

Individual meetings:
Salary, project and conflict conversation

In the meantime: talk, talk, talk ☺

4.b. Summarize the most important guidelines for performance appraisals! (3,5 points)

- Describe behavior actually seen
  - Not inferences of its causes or judgments
- Be specific
- Explain consequences of behavior
- Focus on behavior relative to performance
  - Don't criticize personality or attitude
- Verify understanding
- Provide clear statement of expectations

4.c. Explain the SMART Objectives in this context! (2,5 points)

Specific – Describes what you will do in specific terms, and defines the desired outcome.

Measurable – Clarifies in measurable terms, such as quantity, quality or cost, how you will know if you've succeeded. Let's you know if you've done enough, more than enough or not enough.

Agreed – Means you commit to accomplishing the objective, and your manager commits to supporting you and providing appropriate resources so you can succeed.

Realistic – Helps ensure the objective is possible to achieve, and that you have the resources (time, money, skills, or people) and authority you need to succeed.

Time-bound – Specifies when you will complete the objective.

5.a. Explain Tournament Theory (by Lazear & Rosen) for promotion! Why do people on the highest ranks get substantially higher salaries than other employees on lower ranks? (6 Points)

- Career ladder as performance tournament
- Imagine Nadal & Federer playing for a charity event and playing for a Grand Slam Final - how much effort do they put in each event? What influences their participation?, etc.
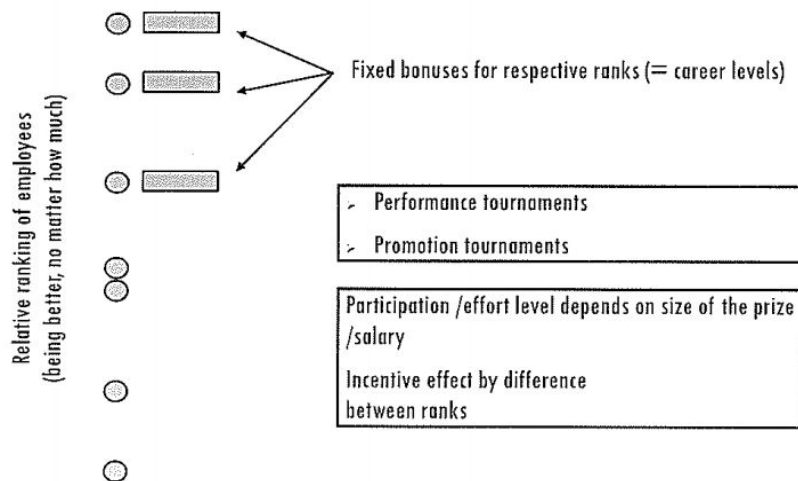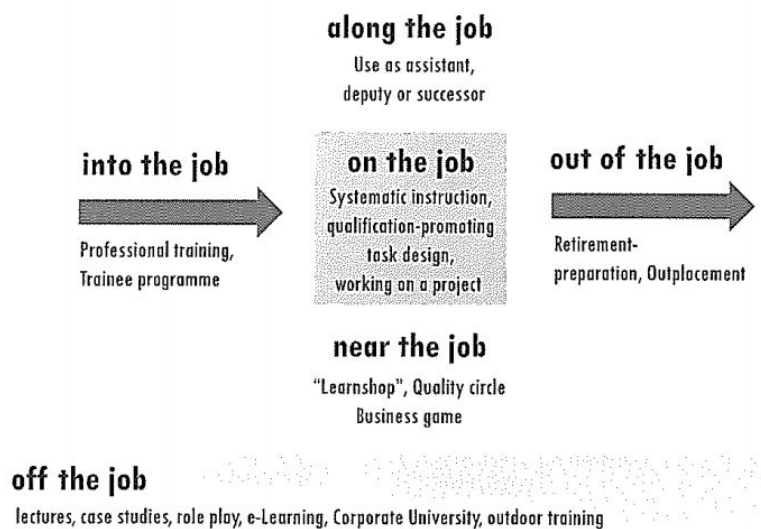

→ Tournament theory suggests that workers can be rewarded by their rank in an organization, suggesting why large salaries are given to senior executives: to provide a 'prize' to those who put in enough effort to garner one of the top positions
(Quelle: https://en.wikipedia.org/wiki/Tournament_theory)

5.b. What are major advantages and drawbacks of performance tournaments? (4 points)

Advantages
- × Lower measurement costs
- × Protection against external risks
- × Competitive nature increases motivation
- × Applicable for teams

Disadvantages
- × Risk of collusion (performance is agreed on between workers)
- × Reduction in performance because of heterogeneous participants
- × Competitiveness, sabotage

6.a. HR development training methods can be distinguished along the dimensions "off the job", [.....]. Name the other missing dimensions and give an example for each dimension. (5 points)
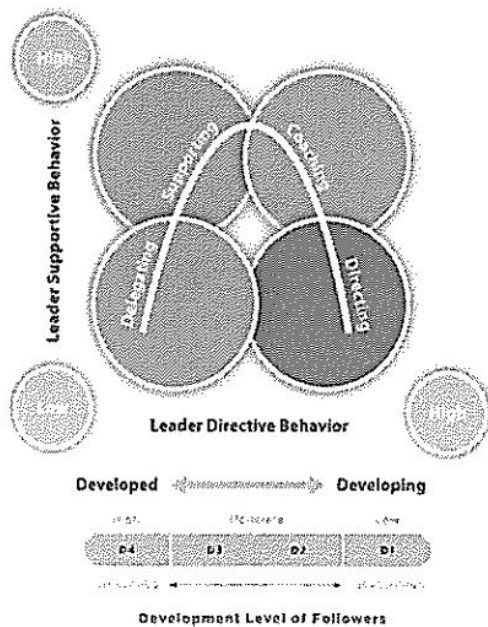
along the job
Use as assistant,
deputy or successor

into the job

Professional training,
Trainee programme

on the job
Systematic instruction,
qualification-promoting
task design,
working on a project

out of the job

Retirement-
preparation, Outplacement

near the job
"Learnshop", Quality circle
Business game

off the job
lectures, case studies, role play, e-Learning, Corporate University, outdoor training

6.b. Which guidelines should you keep in mind during performance/staff appraisals? In this context, also explain the SMART objectives. (5 points)
→ siehe 4)b) und 4)c)

Leadership Theories

1.a. Briefly describe the situational leadership theory (Hersey & Blanchard)? (2 points)

Situational Leadership Theory (Hersey & Blanchard)

Leader Supportive Behavior / Leader Directive Behavior

Supporting — Coaching — Delegating — Directing

Developed ⟷ Developing

D4 | D3 | D2 | D1

Development Level of Followers

Effectiveness of a leadership style depends on the maturity (readiness) of the employees (= follower development level)

"Maturity" on two dimensions:

✓ job maturity (ability to cope with the job)

✓ psychological maturity (motivation & self-confidence)

4 styles

• authoritarian leadership style (directing),

• Integrating management style (coaching),

• participative management style (supporting),

• the delegation style (delegating)

Criticism:

→ Can managers arbitrarily adopt the style of leadership?

→ Regardless of other conditions, like mission, values system, group structure etc.?

(Radler, Kirchler, 2002)

1.b. Describe the two dimensions and the four leadership styles proposed by this theory (6 points).

Job maturity- ability to cope with the job
Psychological maturity - motivation and self-confidence

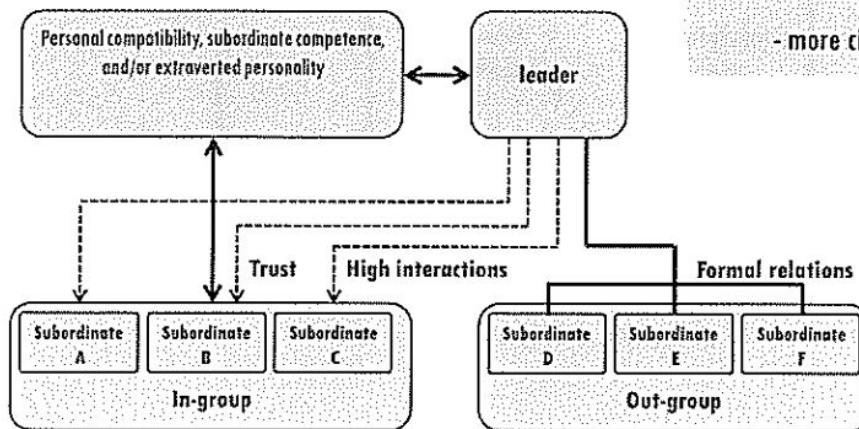**1.c. Which aspects can be criticized? (2 points)**

See (1.a.)

2.a. Describe the Leader-Member Exchange Theory (LMX theory) and the positive and negative implications for employees. (5 points)

Interactive Theories

Leader-member exchange theory (LMX Theory)

→ The followers' characteristics (e.g. gender) are driving the leaders' choices about in- vs. out-group status!

→ Self-fulfilling prophecy (Mc. Gregors Theory X and Y!)

✓ Leaders prefer some employees over others and create in-groups and out-groups

✓ Subordinates with in-group status have
- higher performance ratings,
- less turnover & greater satisfaction
- more citizenship behaviors

Personal compatibility, subordinate competence, and/or extraverted personality

leader

Trust | High interactions | Formal relations

Subordinate A | Subordinate B | Subordinate C

In-group

Subordinate D | Subordinate E | Subordinate F

Out-group

The positive and negative implications are the result of the implicit in-group and out-group creation. See (4.a.) to (4.c.) for further implications.

2.b. Please explain the main features of McGregor's Theory X and Y. Why is this theory relevant in the context of the LMX theory? (5 points)

Mc Gregors Theory

Theory X assumes that Employees ...	Theory Y assumes that Employees ...
• Dislike working	• Take responsibility and are motivated to fulfill the goals they are given
• Avoid responsibility and need to be directed	• Seek and accept responsibility and do not need much direction
• Have to be controlled, forced, and threatened to deliver what's needed.	• Consider work as a natural part of life and solve work problems imaginatively
• Need to be supervised at every step, with controls put in place	• Want to contribute to the organization' success
• Need to be enticed to produce results; otherwise they have no ambition or incentive to work	

→ Managers' perceptions influence how subordinates behave!

3.a. Please explain the trait approach to leadership theories! (4 points)

Leadership is grounded in the person of the leader (most traditional explanation).

Trait Approach
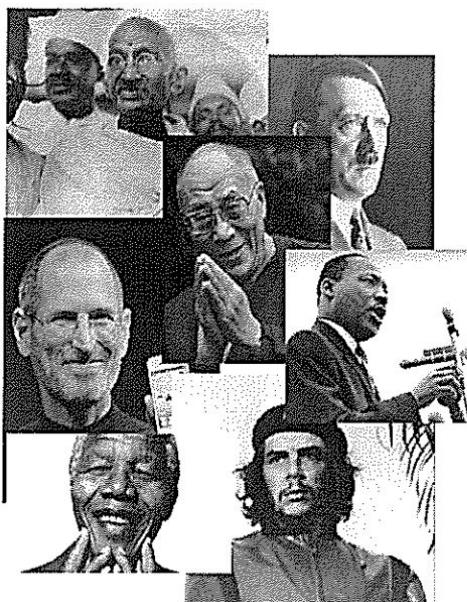
- ✓ Charismatic Leadership
- ✓ Great Man - Theories
- ✓ Traits (hereditary, physical, mental, personality) of the leader are essential for managerial success
- ✓ Newer approaches to transformational leadership (as opposed to transactional leadership)
- ✓ Gains importance particularly in crisis situations

Selection of google pictures search: „charismatic leaders"

3.b. On which idea of (hu-)man is it based? (1 point)

The patronized man. (→ Menschen müssen bevormundet werden)

3.c. Which aspects of the "Great Man Theory" have been criticized? (5 points)

Criticism on Great Man Theory

- Gender biased
- Empirically a **great variety of traits –** sometimes contradictory results.
- Designed statically, excludes the **behavior** of the leader.
- Neglects the **interaction** between leader and employees.
- Leadership **situation** is not considered.

Sheik Hasina Wajed (Prime Minister Bangladesh)

Herta Firnberg
(First Science Minister in Austria)

Aung San Suu Kyi (Burmese opposition politician, National League for Democracy)

4.a. Explain the leader member exchange theory (LMX)! (5 points)

Interactive Theories

Leader-member exchange theory (LMX Theory)

→ The followers' characteristics (e.g. gender) are driving the leaders' choices about in- vs. out-group status!

→ Self-fulfilling prophecy (Mc. Gregors Theory X and Y!)
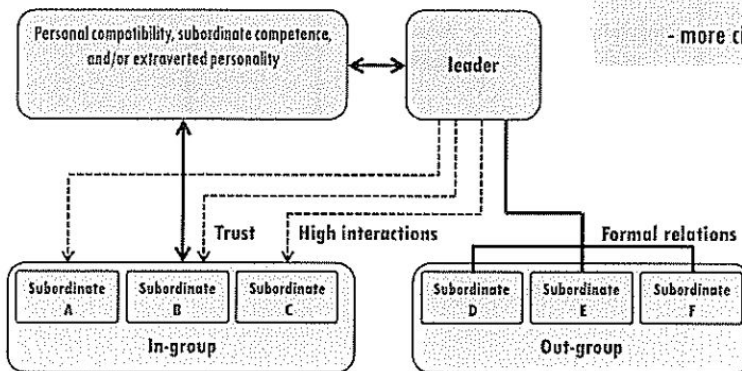
✓ Leaders prefer some employees over others and create in-groups and out-groups

✓ Subordinates with in-group status have
- higher performance ratings,
- less turnover & greater satisfaction
- more citizenship behaviors

4.b. What are the consequences of leader behaviors for in-group and out-group members? (3 points)

The groups are treated differently which will end up in a performance and satisfaction difference between the subordinates in different group.

Also see (4.a.)!

4.c. In your opinion: what are practical implications of this theory for leadership? (2 points)

In consequence of the theory, performance between out-group and in-group subordinates differ significantly. Which will also result in more turnover (=Wechsel der Angestellten) of the out-group. Due to turnover this could end up in one big in-group with a well established work culture.
If this is a good thing or a bad thing depends of the developed culture. If bad habits are enforced the company could end up with an dysfunctional division which would harm it overall.

After all this is why choosing the right leaders is very important for the success of a company or its division.

Current Challenges

1.a. What is a "token"? (2 points)

One possible downside of a corporate focus on recruiting people of color is the inadvertent creation of a "token," someone who is viewed more as a representative icon than as an individual.

When differences are highly visible, as with a person's race, token employees may feel the fate of a people rests on their shoulders. "I often felt I was carrying the whole black race around with me," says one lawyer describing her experience in a firm where she was one of three black associates in a firm of 200 attorneys. "If I failed, it might shut the door on opportunity for people like me forever."

Quelle: https://www.monster.com/career-advice/article/are-you-a-token-worker

1.b. What are the effects of tokenism? (3 points)

- **Increased attention:**
  - Increased work pressure on women
  - *Assessment on two levels:* how do women perform management tasks and despite of their tasks how do female managers live their feminine side
  - ➢ *Response strategies:* over-fulfillment of expectations or trying to make themselves socially invisible

- **Contrast (polarization and exaggeration):**
  - Exaggeration of the prevailing culture, pressure, and constant demonstration of the diversity often leads to isolation of women
  - ➢ *Response strategies:* accepting isolation or trying to become insider and proving loyalty (and possibly even take up a position against other women).

- Stereotyping (assimilation)
  - Imprisonment in the role stereotypes:
    - Iron Lady (the tough career woman)
    - Mother (nourishes & supports, but is not critical),
    - Little sister (mascot & cheerleader)
    - Seductress (still maiden-like, must be protected by men with higher status)
- ➢ *Response strategies:* withdrawal from social relationships or resignation from fighting against the stereotypes

1.c. How do women usually cope with these effects (response strategies)? (3 points)
→ siehe 1)b) *Response strategies*

1.d. What are possible measures against gender discrimination? (2 points)

Equal Treatment Act

- **In the public sector (Federal Constitution Article 7 (2))**

  — government, states and municipalities are committed to genuine equality between men and women. Measures to promote factual equality between women and men - in particular by removing existing inequalities - are actually allowed.

  — *relative quota system:* usually formulated in such a way that with equal qualifications the female candidate is to be preferred to the male candidate until a women quota of x per cent is reached in the respective body.

- **Private sector (in compliance with EU directives)**

  — Job postings are strictly required to be non-discriminatory

  — *direct discrimination:*
  Example: In an organization, different tasks are regularly assigned to men than to women because women handle these apparently better (stereotyping).

  — *indirect discrimination:*
  Example: In an organization, part-time workers are excluded from leadership positions. Since in this company particularly women work as part-time workers, mostly women are thereby disadvantaged in terms of career opportunities than men, who are intended as full-time employees for leadership positions.

2.a. What's the "Glass Cliff" phenomenon and when does it occur? Please also explain the "Glass Ceiling" in this context! (6 points)

Glass Ceiling

Barrier that keeps minorities and women from rising
to the upper positions of the corporate ladder

The **glass cliff** is the phenomenon of women in leadership roles, such as executives in the corporate world and female political election candidates, being likelier than men to achieve leadership roles during periods of crisis or downturn, when the chance of failure is highest.

Quelle: https://en.wikipedia.org/wiki/Glass_cliff

2.b. What can be measures against discrimination? (4 points)

- **Cultural level**
  - Commitment of top management to equal treatment
  - Mandatory workshops for all employees with the goal to create awareness for "gender dynamics" (prejudices and different perception)
- **Structural level**
  - The managers are held responsible for implementing the measures of this initiative
  - Regular reports and evaluation of the offices concerning success, benchmarking and remuneration based on achieving the targets
  - Screening and evaluation of the assignment process (allocation to projects) for prejudices and gender-specific segmentation
  - Flexible work arrangements for all employees
  - Company policy without gender discrimination ("No-Nepotism Rule")

3.a. What's workplace bullying? Please describe characteristic features! (5 points)

Features

- Exposure to *aggressive and hostile*, (often mostly psychological acts
- *Repeated and long-term* exposure
- **One or more opponents**
- Target feels **powerless** to defend; **power imbalance** between parties
- ≠ conflict; but could be the consequence of an **escalated conflict**

Cf. Leymann 1990, Salin 2003, Einarsen et a. 2011

E.g. subtle social exclusion, withholding of information, gossiping, denigration, joking, physical assaults, etc:

3.b. Which factors can foster workplace bullying? (5 points)

Risk Factors for Workplace Bullying

- Multi-causal phenomenon (personality and environment characteristics)
- Tendency to „privatize" problem and neglect possible organizations sources/mediators of (highly escalated) conflicts!
- Bullying needs to find an organizational culture where it can be acted out
- Possible structural and cultural risk factors:
  - ✓ Work organization (role ambiguities, role conflicts, role overloads)
  - ✓ Leadership style (too authoritarian or too laissez faire)
  - ✓ Job stressors (level of autonomy, control over results, high workloads etc.), task interdependencies
  - ✓ Lack of job descriptions and intransparent reward and promotion systems
  - ✓ Organizational change