

ACHTUNG: DIESE AUSARBEITUNG IST VON EINER EINZIGEN PERSON ERSTELLT WORDEN, UNVOLLSTÄNDIG UND STELLENWEISE DEFINITIV NICHT ODER NUR TEILWEISE KORREKT.

1. What is Motivation?

~~a) Motivation is an emotional state which individuals who are in an undesired status are triggered to set actions to move into a desired status.~~

Theorists such as Thayer, Newman and McClain explained that emotion is related to motivation in such a way that human beings tend to execute things that we hope would lead to happiness, satisfaction and any other positive emotion at some degree. With this said, emotions could be viewed as a reward or punishment for a specific motivated behaviour.

~~b) Motivation is an attitude that individuals have towards achievement and self-fulfilment.~~

An attitude is a state of mind, and while some motivation influences your attitude, motivation itself is simply the reason for behaving a certain way. However, an attitude can influence your motivation positively or negatively.

c) Motivation is the desire of individuals to contribute to a purpose.

True, motivation is the willingness to carry out assigned tasks.

~~d) Motivation is an illusion. Whether something is labeled "motivation" or not depends on the observer.~~

As stated above, motivation is the willingness to carry out tasks; it is independent of an observer.

~~e) All of the above.~~

2. Why is it important to have a theory about the phenomenon "Motivation"?

a) A theory about motivation allows to categorise observations.

Particular objects, instances or experiences are observed over time which allow us to create a concept through abstraction. These concepts, which are actually categories for sorting, organising and storing experiences, can then be analysed and used to build theories and explanations.

b) A theory about motivation helps to predict future behaviour.

Even though a theory about motivation cannot correctly predict all future behaviour, it can aid you in doing so.

c) A theory about motivation helps to manipulate employees.

Motivation can be increased by certain incentives. Incentives can take different forms, however, all of them are meant to manipulate your employees' willingness to carry out assigned tasks. Theories about motivation aid you in picking the right incentive based on your employee and the task at hand.

d) A theory about motivation is a narrative about power relationships.

Motivation can change depending on a company's management structure. E.g., in post-modernist theories motivation is achieved through empowerment of employees and by giving them purpose.

e) All of the above.

3. What is your basic assumption about human nature?

Please choose one statement that fits best and substantiate your position with arguments.

a) Humans are lazy and prefer leisure over work. They will seek to maximize their own benefit whenever they can. As managers, we therefore need control systems and incentives to ensure performance.

This assumption is based on the idea of the “economic man”, which was en-vogue until the 1930s and focused on the rational dimension. Taylor based his “Scientific Management” on the above-mentioned assumptions. He assumed that humans can only be happy through consumption, therefore monetary incentives work as motivation, and discipline. As, in his opinion, (manually working) humans are not capable of disciplining themselves, (scientific) management has to create explicit rules to help their workers to become happy.

Management tools fitting this assumption: hierarchies & formal roles, bureaucratic rules, processes.

b) Humans love to work, preferably in teams. Humans have a need for achievement and they want to self-actualize their talents master the tasks they are given. As managers, we therefore need to grow our employees talents and create a supportive environment.

This assumption is based on the ideas of the “social man” (social dimension, 1930-1950) as well as the “self-actualising man” (human dimension, from about 1950), and represents the foundation of Modern Theories. The assumption is supported by Hawthorne’s experiments, which he conducted from 1927 to 1939. He states that humans increase their performance in response to autonomy and friendly leadership. The assumptions that people like to work in teams is coherent with his small group hypothesis. It is also supported by the so-called Hawthorne effect, which describes the positive effect of good personal relationships on performance. This assumption also drove the shift from personnel administration towards human resource management. Self-actualising, as used by Maslow, means that humans are motivated when there is possibility for personal development.

Management tools fitting this assumption: Team work, performance incentives, appraisal, planning and management by objectives

c) Humans are sense-makers. The most important thing for human beings is the answer to the question why? As managers, we need to provide a meaningful purpose (Why are we doing this?) so that people can follow and live the values that we want them to live too.

This assumption is based on the “sense-making man” (cultural dimension, from about 1980). It relies on the theory of social construction introduced into organisation theory by Weick in 1979. People “make sense” of their environment by constructing it themselves by externalising their own ordered impressions and experiences, objectifying and reifying them by talking about them, and internalising the social world they have created through this process. The same way they an organisation, which cannot be in conflict with their own perception of self, their own perception of their role in the organisation or the image of others of their role or self. By talking about their role, the organisation and the organisation’s environment humans make all of these things real.

d) Humans are individualists and critical thinkers. They question subordination, inequality and power relationships. As managers, we therefore, we have to create arenas for reflected and critical discourses and choices to make sure, that everyone is heard.

Based on this assumption companies have to make a shift from Human resource management towards becoming as service providers for their personnel. People do not “work for” but “work with” a company. The assumptions takes into account the “homo autonomous” (political dimension, from

about 1990). An example for a company run with this assumption in mind is Buurtzorg, where all employees are trained in and part of the decision process.

Management tools: stakeholder model, value-driven culture, distributed leadership, self-organisation

4. Only one of the following statements about HR planning is correct. Which one? Why?

~~a) For planning the quantitative human resources demand, analytical methods with exact time and task studies or statistical methods based on empirical data are better than summative methods which predict HR demand through managerial judgment and experience.~~

All have certain advantages and disadvantages. Summative methods are simple and a more general approach, but they can take objectives other than economic goals into account. Analytical methods are exact but also time- and cost-consuming and focused solely on economic efficiency. Statistical methods require historical data but uncertainty is taken into account.

b) For planning the qualitative staff requirements, an in-depth task analysis allows to develop job & skill profiles. Skill gaps of employees should be closed through training or re-staffing. The recruitment of new staff is only a second best option.

While a quantitative method focuses on the number of employees needed, qualitative methods compare the interests, capabilities, and aspirations of the existing employees with the present and future employee requirements of the organization. If there is a skill gap detected, existing employees can go through training to learn the needed skill or new employees can be hired. As hiring new employees is time-consuming and costs money, training and re-staffing are the better options.

~~c) Organizations should seek for a person-job fit, i.e. when the skills profile of a worker meets the requirements of job profile. But better educated workers are more productive, so there is a trade-off between qualification and productivity.~~

Better educated workers are more productive, but they also earn more money. Therefore, they are higher qualified workers are not automatically more efficient.

$$\text{Efficiency} = (\text{Output/time}) / (\text{Input/time}) = \text{Productivity/Wage rate}$$

~~d) Disruptive technological shifts (e.g. Internet, AI, robotics, etc.) significantly change skill demands for workers. While cognitive skills become less important, emotional and social skills become more important in the future.~~

While it is true that technological shifts change demanded skill sets, cognitive skills are still important. In the future, all tasks, cognitive or manual, which are easily automated will be handled by machines. However, there is no decrease in demand for cognitive skills, quite the opposite. Skills like active learning and learning strategies, creativity, originality, technology design and programming, system analysis and evaluation are needed to design and supervise intelligent AI systems and with AI as a trending topic, the demand will only increase.

5. Only one of the following statements about HR Recruiting is correct. Which one? Why are the others not correct?

~~a) The more applicants organizations can attract in a recruiting process, the better it is for the organization.~~

The target is to attract the “right” candidates and reject “unsuitable” candidates as efficiently as possible. So, the number of applicants is actually secondary to their qualifications.

~~b) Whether a job is attractive or not is mainly influenced by the offered salary and the characteristics of the job. The behavior of the recruiter and perceived fit to the organization are less relevant for job seekers.~~

Job attractiveness can be influenced by many factors, but Chapman et al. found the perceived fit and the justice perceptions of the recruiting process to be the most influential towards a job's attractiveness. The job characteristics, including payment, came only 4th in their list of influential factors.

In 2011, the Universum's Employer Branding Insights found that a company's image and reputation is the most influential factor for employers who are successful at finding talent. They also found that the reason companies are not successful is the fact that candidates are not even aware of those companies and their offerings.

~~c) Stereotypes may not only influence the selecting decisions of recruiters but also impact the decisions of potential candidates to apply for a job. The wording of the job advertisement can activate such stereotype threats.~~

This statement is easily supported by examples:

- * A job advertisement using only male-gendered job titles might scare off all non-male candidates
- * A job advertisement asking for certain educational degrees might scare off equally qualified (e.g. self-taught) candidates
- * Job offerings with stock photos featuring all white personnel might scare off people of colour or indigenous people.
- * Job offerings distributed in an inaccessible way (e.g. as image) might miss out on qualified disabled candidates.

~~d) Very often, human recruiters have implicit and explicit biases. The use of AI technologies for screening and pre-selecting the candidate pool is efficient & fair and helps to avoid these biases in the recruiting process.~~

It is true that human recruiters do have implicit and explicit biases. However, AI technologies also include biases, e.g. through their model or depending on the data they have been trained on. Therefore, AI pre-screening might be efficient, but it does not eliminate bias from the recruiting process.

6. Only one of the following statements about HR Selection is correct. Which one? Why are the others not correct?

~~a) The main purpose of candidate assessment in recruiting processes is to predict future behaviour and to reduce cognitive biases and systematic errors of judgement. Therefore, job interviews are least effective compared to other techniques.~~

There are many assessment techniques. Each of them are there for a reason. Interviews have low validity if designed poorly. They are troubled by cognitive biases and systematic errors of judgement. However, interviews are comparably cost efficient and not complex. Legal troubles are also rare.

~~b) The pre-screening of qualifications (e.g. through certificates) in application documents is not efficient, irrespective whether the certificate is achieved easily for qualified but not for others.~~

The pre-screening of certificates is efficient as long as a certificate is easily achieved for qualified but not for others. Certificates act as a means of verification and endorsement to ensure an achieved standard.

~~c) The problem of adverse selection in recruiting processes can be resolved through a thorough assessment procedure of potential candidates.~~

The problem of adverse selection is that systematically the wrong type of candidate is attracted to the job while the right type is not. So, based on that, there is no resolution through thorough assessment as the suitable candidates do not even apply. Problem of adverse selection could be dealt with by offering contingent contracts (a piece rate wage instead of a time wage) or temporary contracts (temporary contract with probation wage).

d) The design of specific incentive systems (performance based pay & probation) are efficient ways to attract mainly suitable candidates for jobs and to reduce recruiting costs.

The aim of recruitment is to attract suitable candidates and to sort out unsuitable candidates as efficiently as possible. Performance-based pay is known to lead to self selection and therefore to less applications by unsuitable candidates. Probation with a lower salary is efficient if low-skilled have little chances to remain undetected during the probation. Empirical findings show that companies with probation and performance-based remuneration attract qualified people, but have to pay higher wages.

7. Only one of the following statements about Staff Assignment (individual-oriented design, team-oriented design, automation-oriented design) is correct. Which one? Why are the others not correct?

a) The higher the degree of specialization of jobs (job/task design) in organizations, the less skilled employees are needed.

If a job is split in very small tasks, it can be done by less skilled workers with little training. A high degree of work specialisation usually means easier job assignment and increased labour productivity and quality. However, most of these jobs are monotonous and social interaction and communications are restricted, employees tend to lose their capabilities to adapt and experience mental and physical stress.

~~b) The performance of employees is increasing with meaningful jobs in which employees have autonomy to make a significant contribution to the outcome that is also recognized by others. This effect is independent of individual characteristics of employees.~~

The Job Characteristics Model from Hackman&Oldham take values like autonomy task significance into account, but it doesn't measure performance, it measures the motivating potential in a job. An employee who is motivated might perform better but this is not guaranteed. There will be varying responses to jobs that are deemed to have high motivating potential. Some employees may respond positively, but there may also be those who would not be affected in the same way.

~~c) Team-oriented job designs (i.e. job assigned to teams) lead to better performance and higher satisfaction of employees compared to individual-oriented job designs.~~

While employees tend to be more satisfied in team oriented job designs, teams suffer from the so-called Ringelmann effect: Group performance increases with group size, but the addition of new members to the group has diminishing returns on productivity. Teams are favourable when diversity is a key factor and team members possess complementary skills. Complex tasks are also solved more efficiently by teams than by individuals. However, whenever team work is involved, measures against shirking, social loafing and group think should be taken.

~~d) Cognitive and manual jobs with a high degree of routine tasks can easily be automated. Therefore, in the future particularly low-skilled routine jobs will be automated.~~

This statement is mostly true, but how Bibby et al. already stated in 1975: “Even highly automated systems [...] need human beings for supervision, adjustment, maintenance, expansion and improvement.” So far, automation has not reduced more jobs than it has created. In other cases, it might just not be time- and/or cost-efficient to automate certain jobs, even if the task itself would be suitable for automation.

8. Only one of the following statements about HR Development is correct. Which one? Why are the others not correct?

a) HR instruments and tools need to be adapted for different generations as they differ in their career aspirations and loyalty to their employers.

While Gen X and Gen Z both value a safe job, both Generations are completely different in their aspirations and loyalty. Gen X is pretty loyal and has long periods of employment at the same company, while Gen Z has low loyalty and an individualistic way of working. Gen Y on the other hand is not really loyal to companies, but to people or certain causes (like environmental protection).

~~b) Performance management and lay-offs are predominantly the task of direct supervisors and not HR development. HR development is mainly concerned with qualification and training of employees.~~

The core tasks of HR are recruiting & development, retention management as well as fluctuation management. Performance management are part of retention management, while lay offs are part of fluctuation management. Common HR tools in the lay off process are exit interviews and outplacement (helping the layed off worker to find new employment). Performance management can be assisted by tools like 360° feedback.

~~c) Job requirements describe the qualifications needed for a specific job. In contrast, “competencies” are action-oriented and more generally applicable. Therefore, competency models are less effective for HR development.~~

Competency models document the skills, attitude and behaviour required for a certain job. Competences are split into technical competence, social competence and methodological competence. Also, competence models can be very effective for HR development, they combine core values that are valid for all employees and add additional layers that are needed for specific jobs and separate roles to further differentiate.

~~d) 360 degree feedback means that an employee’s performance and competencies are evaluated by his/her peers, the supervisors and the subordinates.~~

Actually, the first step of 360° feedback is self-assessment. Which is followed a round of feedback by peers, supervisors and subordinates. All of those are gathered in one report and used for targeted development of the evaluated employee.

THE FOLLOWING QUESTION WAS ANSWERED AS A SAMPLE QUESTION — IT SHOULD BE THEREFORE COMPLETE AND CORRECT.

9. Only one of the following statements about HR Development is correct. Which one? Why are the others not correct?

a) Career models/ladders provide for transparency and retention of talent. Talent management ensures that high potentials received adequate training for the current and next career stage.

Transparent career management systems are motivational e.g. a tenure track system.

Example: A career management concept can be a leadership career model, a specialist career or a project career system.

- Leadership careers (upward move in hierarchy)
- Professional careers: increase of requirements, skills and salaries (no leadership responsibility)
- Project careers: horizontal & diagonal development

A career model/ladders for high potential can consist of a start phase (introduction, starter kit), the trainee program with an assessment center and trainings and at the end you reach the specialist level, which includes for example coaching through a supervisor.

Furthermore, perceived fairness of payment schemes are also very relevant for the motivation of employees. Fairness can be based on different reasonings. E.g. Pay differentiation according to organizational affiliation, hierarchical position or status: e.g. seniority is perceived as fair by many people. Here, equal pay is granted for equal loyalty.

~~*b) The expectance of a promotion & high salary can be motivational. However, if the salaries of the top managers are disproportionally higher than those of workforce members, the lower-level employees show less effort & belief in career advancement.*~~

The tournament theory shows that competitive nature increases motivation and the effort & belief in career advancement. Organizations use performance compensation structures/tournaments because of high motivational aspects that are expected to come along with an enormous effort by employees from subordinated job levels.

Career as a performance tournament have a few advantages: lower measurement costs or protection against external risks. However, there is a risk of collusion between workers and reduction in performance because of heterogeneous participants. However, very high pay gaps between salaries of managers and workforce is perceived unfair and may have a negative effect on motivation. Whether pay differentiation is perceived as fair is depending on various factors, amongst others, on culture.

~~*c) Designing and orchestrating “on the job” trainings are not the primary task of HR developers. They are only concerned with trainings into the job (e.g. traineeships, welcome days), off the job (e.g. academies) and out of the job (e.g. outplacement).*~~

Training methods along the dimension “on the job” are as well a task of HR developers. On-the-job experience is the most popular form of management development.

Designing and orchestrating of different development concept and methods is one of the primary tasks of a HR developer. There are different dimensions of training methods.

- into the job
- on the job
- along the job (e.g. use as assistant, deputy or successor)
- near the job (e.g. learnshop, quality circle, business game)
- out of the job
- off the job

The dimension “on the job” training consist of systematic instructions, qualification promoting task design or working on a project.

~~d) All personnel layoffs should be accompanied by a systematic outplacement (e.g. supporting the employee with job interview trainings, coaching) to prevent future damages for the company.~~

While personnel layoffs should in fact be accompanied by a systematic outplacement, it is not (only) about preventing future damages for the company but has more relevant effects.

Outplacement includes, for example, the following measures:

- Help to discover aptitude for alternative types of work, training in new and relevant skills
- Support for job search, allowing employees taking time off to seek other employment and attend interviews
- Counseling for the individuals facing redundancy (help with coping of psychosocial stress)

A planned staffing reduction within an organization can have several consequences. The breach of the psychological contract through the employer shows negative effects (also perceived by remaining staff) on loyalty, organizational citizenship behaviors and perceived organizational support. Through a systematic outplacement program these negative effects can be reduced because it helps employees facing redundancy to find other jobs. This is a strong and positive signal of appreciation, also for the remaining staff.

10. Only one of the following statements about Appraisal & Incentive Systems is correct. Which one? Why are the others not correct? Substantiate your answer!

~~a) The motivation of people is highest when they expect that their effort in performing a certain task will actually lead to the expected outcomes irrespective of the intrinsic value these outcomes have for them.~~

One widely accepted explanation of motivation is the Expectancy theory. It argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual. However, some critics suggest that the theory has only limited use, arguing that it tends to be more valid for predicting in situations in which effort-performance and performance-reward linkages are clearly perceived by the individual.

~~b) Performance-based pay (i.e. the salary is depending on measurable performance) motivates people to increase their effort! Furthermore, performance-based payment schemes—when transparent and reasonable—are perceived fairest.~~

c) Intrinsic motivation can be crowded out through extrinsic motivation. This means, that people may stop doing things because they want them to do (intrinsic motivation) after they have been offered money for the same behaviour (extrinsic motivation).

~~d) Fixed salaries are the most prevalent payment form in practice despite research has shown that variable salaries (depending on performance or success) are leading to better outcomes.~~

11. Only one of the following statements about leadership is correct. Which one? Why are the others not correct? Substantiate your answer!

~~a) Charismatic leadership is associated with specific personal characteristics and traits. Empirical evidence shows that people uniting such characteristics and traits are more successful leaders than others.~~

~~b) The best strategy for leaders is to build on their own strengths rather than to mess much with their weaknesses.~~

c) Leaders invest their resources with those they expect to perform best and „knowing“ that these subordinates are the most competent, leaders treat them as such and unwittingly fulfil their prophecy.

~~*d) Leadership theories are imaginary and ambiguous statements with a claim to be true. They do not reflect the complex and dynamic reality of social relationships.*~~

12. Only one of the following statements about AI related challenges for work is correct. Which one? Please, substantiate your answer with theoretical and empirical arguments.

~~*a) Automated Decision Systems based on Artificial Intelligence are making better, more objective and fairer decisions since they do not suffer from cognitive and personal biases or prejudices as human decision makers do.*~~

Automated Decision Systems include biases depending on the data they have been trained on. Therefore, they do suffer from cognitive biases and prejudices as well, e.g. the AMS algorithm.

AI (supported) decisions require:

- human judgement (goals, values, norms, contextual knowledge etc.)
- clear objectives (free of internal conflict, clearly specified)
- good input data (relevant, complete, without discriminatory bias ...)
- Appropriate prediction models (robust, reliable, accurate)
- The integration of human and artificial agents into a socio-technical system

~~*b) Advances in robotics and AI accelerate automation. The sooner or later, all routine tasks, cognitive or manual, will be automated.*~~

Automation of all tasks is not feasible, even routine tasks might vary enough to make automation not technically feasible. Even those which are technically feasible might not be economically feasible. Manual routine task can be automated to a higher degree, technically and economically, than cognitive routine tasks, but there is still a certain percentage of tasks left which are non-automatable.

c) In the future, the number of jobs that require mathematical skills rather decrease while the number of jobs that require social skills will rather increase.

Mathematical skills are easily replaced by computers (that is actually why these machines are called computers), while AI is still struggling to understand social interaction. Therefore, jobs (especially those in processing information and data) will be increasingly done by machines, while jobs which require certain social skills (or a “humane component”) remain non-automatable.

~~*d) The number of platform workers is increasing strongly in Europe. This is a positive development as platform work grants workers a higher degree of autonomy and control over their work compared to employed workers.*~~

Only independent workers have a higher degree of autonomy and control. Contingency workers are dependent on the work the platforms “hands” to them (like food delivery companies or Uber). In addition, platform work includes lots of other issues, e.g. workers missing out on certain benefits or social securities like paid sick days. Platform work also leads to precarisation, as most of them include uncertain income.

DER FOLGENDE ABSCHNITT IST DIE PRÜFUNGSANGABE VOM 16.09.2021:

Question 1: Ideas about Human Nature

In the following, four different ideas about human nature and work motivation are proposed (a-d). To which basic idea of human nature and which scientific paradigm do these statements belong? Discuss the theoretical foundations of each statement and critically highlight their strengths and weaknesses.

a) Humans preferably work in teams, as solidarity and cooperation are easier achieved in smaller groups. Generally, interpersonal relationships have a positive effect on performance of workers. As managers, we therefore need to implement leadership and team building seminars.

"Social man" (social dimension, 1930-1950)

Modern theories

Hawthorne-Effect

b) People want to do meaningful things, they want to have freedom to do the things how they want, and they want to be good in things. Thus, as managers we need to create a value driven culture and give freedom for self-organization.

"Sense-making man" (cultural dimension, from about 1980)

Constructivist theories

Weick

c) People's needs are constantly changing as they strive for self-development. As managers we therefore need to implement appraisal and incentive systems, and manage by objectives.

"Complex man" (human dimension, from about 1950)

Modern theories

Maslow's Pyramide

d) Happiness can only be reached through consumption. Therefore, monetary incentives are necessary for motivation. But since humans are lazy and are not able to discipline themselves to work, the need to be subdued to explicit rules. As managers, we have to construct such rules to help workers to become happy.

"Economic man" (rational dimension, 1900-1930)

Classic theories

Taylor's "Scientific Management"

Question 2: HR Planning

In the following, there are four statements about HR planning, but only one of the statements is correct. Please discuss each statement, whether it is correct or not and substantiate your answer with theoretical and empirical arguments for each statement (a-d).

~~*a) Demand forecasting of employees can be done with analytical methods. Those methods combine experience from past performance with coefficients derived from the production and are exact, deterministic as well as time- and cost-efficient, but solely focus on the economic efficiency.*~~

They are not time- and cost-efficient

~~*b) There is a trade-off between quality and quantity of employees. As managers, we have to find the best educated employees for the job, as the company will be more cost-efficient.*~~

We have to find the most suitable candidates – not automatically the best educated ones.

~~c) Disruptive technological shifts (e.g. Internet, AI, robotics, etc.) significantly change skill demands for workers. While cognitive tasks are not feasible for automation, manual tasks with high degree of routine likely to be done by machines in the future.~~

Some cognitive tasks are automatable.

d) Human resource planning includes the analysis of the quantitative and qualitative employee requirements. Recruitment of new employees is a possibility to close skill gaps, if they cannot be closed through training or re-staffing.

Question 3: HR Selection
In the following, there are four statements about HR selection, but only one of the statements is correct. Please discuss each statement, whether it is correct or not and substantiate your answer with theoretical and empirical arguments for each statement (a-d).

~~a) Adverse selection is achieved when unsuitable (unqualified/unproductive) candidates refrain from applying, while as many as possible suitable (qualified/productive) candidates apply.~~

b) Selection procedures are effective when there is a high probability that the candidate is unqualified, the company suffers high losses in case that the candidate is unqualified, or if the costs of the test are low.

~~c) The methods for an efficient recruitment process are self-selection, probation, assessment techniques and performance-based pay. These methods help to deal with the problem of asymmetric information.~~

~~d) Reducing cognitive biases and systematic errors of judgement is an important task in candidate assessment in recruiting processes. Therefore, ability tests are used, where the performance of the applicants is steady, irrespective of the bias of the recruiter, the company culture or the wording of the job advertisement.~~

Question 4: Job Design and Team Work

In the following, there are four statements about Job design and Team Work but only one of the statements is correct. Please discuss each statement, whether it is correct or not and substantiate your answer with theoretical and empirical arguments for each statement (a-d).

~~a) The motivational potential in a job mainly depends on whether a job provides substantial freedom, independence, and discretion to the individual. Feedback about the effectiveness of the employee's performance is less relevant.~~

b) Team development follows a five-stage-model: forming, storming, norming, performing and adjourning. The role of leadership changes in the different stages. Even if teams successfully manage the transition from one phase to another, reverting to earlier stages is possible.

~~c) The Asch experiment shows that humans tend to decrease their individual effort in groups if they perceive that the other group members put in less effort than they themselves. This phenomenon is called group conformity and occurs when the individual contribution cannot be measured.~~

Asch showed a phenomenon called group think, where people tend to give wrong answers even though they know better because members of their group gave the same wrong answer.

~~d) The main advantage of highly specialized work is increase of labor productivity and quality. As managers, we therefore should design jobs that reduce the need for adaption and change capabilities to a minimum.~~

Question 5: Future Challenges

In the following, there are four statements about AI related challenges, but only one of the statements is correct. Please discuss each statement, whether it is correct or not and substantiate your answer with theoretical and empirical arguments for each statement (a-d).

~~a) In the future, the number of jobs that include repetitive activities and require low digital skills will be reduced. In contrast, employment for job profiles requiring high digital skills and nonroutine tasks may increase. Salaries will change contrary to this development, as low skilled workers will be rare and thus, have to be paid better.~~

The statement about payment is wrong

~~b) AI supported decisions require clear objectives, good input data and appropriate prediction models. As the decisions can be made fully automated, no human judgment is needed.~~

AI (supported) decisions require:

- human judgement (goals, values, norms, contextual knowledge etc.)
- clear objectives (free of internal conflict, clearly specified)
- good input data (relevant, complete, without discriminatory bias ...)
- Appropriate prediction models (robust, reliable, accurate)
- The integration of human and artificial agents into a socio-technical system

~~c) Predictive analytics is used for recruitment, loans, insurance contracts, credit ratings etc. as they are making better, more objective and thus fairer decisions. Unlike humans, they do not suffer from cognitive and personal biases or prejudices.~~

d) The number of platform workers is increasing strongly in Europe. If the work is worker- initiated, they experience a high degree of autonomy and control over their work. Nevertheless, strong dependencies to the platform are among others the challenges gig workers are facing that have their work determined by a platform.