# Collected Exams for HR Management and Leadership VO

***Caution! This is the first draft for the collected exam questions in HR. Mistakes are possible! Please help to correct and expand :)***

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### Open questions (10 points)

* Explain the LMX-Theory.
* Explain the Hawthorne Experiment (Ideas about employees before/after the experiment, Aims, Effect, Changes, etc.)

### Introduction and Theoretical Foundations

* Ontology (2)

….

* **Abstraction** (2) S.14
  + ... results in a theory (?)
  + ... increases the capacity of information processing
  + ... proves wheter reality is correct or not
  + ... is based on explanation models of reality
* Which of the following are seen as **scientific paradigms** relevant for HRM and leadership? (2) S.16
  + Essentialism
  + Humanism
  + Postmodernism
  + Constructivism
* Which two forms of **authority** do not belong to the **Max Weber**'s ideal types? (2) S.21
  + Personal Authority

**Charismatic authority**

**Traditional authority**

**Rational-legal authority**

* + Rational Authority
  + Organizational Authority
  + Traditional Authority
* Which of the following examples are **forms of legitimate authority** in sense of **Max Weber**? (2) S.21
  + Traditional authority
  + Personal authority
  + Charismatic authority
  + Hierarchical authority
* What are characteristics of **Max Weber's** concept of **bureaucracy**? (2) S.21
  + Participation

**Division of labor**

**Hierarchy**

**Generalized rules and norms**

**Formalization**

* + **Norms and rules**
  + Fair remuneration
  + **Hierarchy**
* Scientific Management by **Frederick Taylor** is based on... (2) S.23
  + Work and time studies
  + Control of the workers
  + Participation of the workers
  + Motivation studies
* Which concepts are **not** part of a social scientific idea of **(hu)man**? (2) S.25
  + Self-conscious Man
  + Self-actualizing Man
  + Complex Man
  + Rationalizing Man
* Which factors belong to the **Human Relations Approach**? (2) S.29
  + Reduction of working hours
  + Job Satisfaction
  + Social relations at the workplace
  + Humanity
* Constructivist **epistemology** says that... (2) S.35,
  + truth is relative

**Constructivist epistemology: Any knowledge is relative. Knowledge can only be understood from the perspective of the concerned person.Thruth is socially constructed.**

* + knowledge is absolute
  + knowledge is objective
  + knowledge is subjective. S.53
* Which of the following statements on **Lyotard's** concept of **postmodern** knowledge are **not** correct? (2) S.57
  + Knowledge becomes a good.
  + Knowledge looses the attachment to the person.
  + Grand narratives gain credibility.
  + Knowledge is separated from performance.
* Which of the following **statements** are correct? (2) S.31
  + The economic man works autonomously. (trait theories S.33 beschriebung falsch)
  + The complex man shows that human needs are complex. (?)
  + The social man considers the need for social contacts and recognition. (?)
  + The sense-making man considers the need for recognition and self-actualization. (No description of sense-making man)

### Framework for HRM

* Which of the following statements are applicable to the works council? (2) S.70
  + The works council can cancel dismissals.
  + The works council has no voice for personnell planning.
  + The works council is elected for 24 months.
  + The works council can be formed when there are at least 5 employees above 18 years old.
* Work councils have the following responsibilities: (2) S.71
  + Surveillance of compliance with labor laws. (?)
  + Requirement to negotiate averse rules in collective agreements. (?)
  + Surveillance of compliance with maternity protection.
  + Veto responsibility when there is an unjustified dismissal.
* Which statements of the hierarchical order in labor law are correct? (2)
  + Individual working contracts can be more favorable than company agreements.
  + Company agreements must not be more unfavorable than collective agreements.
  + Collective agreements must not be more unfavorable than individual working contracts.
  + Collective agreement must not be more unfavorable than company agreements.

### HR Planning

* Which of the following statements about mehtods for personnel planning are correct? (2) S.98
  + Analytical methods are exact but time- and cost-intensive
  + Summative methods are simple and future orientated
  + Forecasting skill for summative methods is largely based on managerial judgement.
  + Only analytical methods consider uncertainty.

### Recruiting and Selection

* Which methods could be used for a personnel **search**? (2)
  + campus recruiting
  + interviews
  + job advertisement
  + ~~360° search~~ 360 feedback
* Which of the following personality traits are measured with **the BIG FIVE** Personality Test? (2) S.135

**Openness to experience**

**🗸Conscientiousness**

**Extraversion**

**🗸Agreeableness**

**Neuroticism**

* + Self-esteem
  + Self-regulation
  + Agreeableness
  + Conscientiousness
* Which forms of **structured interviews** are used in recruitment? S.130
  + Job appraisal interview
  + Delphi-Method-Interview
  + Situational Interview
  + Patterned behavior description interview
* A **stereotype threat**... (2) S.138
  + is the phenomenon which describes implicit descrimination based on stereotypes.
  + is a phenomen that occurs with ability tests.
  + denotes a prejudice from leaders.
  + has been observed for girls in science subjects.
* Which of the following statements regarding **biographical questionnaires** are correct? (2) S.140
  + Biographical questionnaires have a ~~poor face validity.~~ high validity
  + They have a higher validity in selecting suitable candidates than personality tests. (?)
  + With the help of biographical questionnairs ideal performance criteria can be developed.
  + Past work behaviour is a good predictor for future work behaviour.
* What is **adverse selection**? (1) S.149
  + It occurs when suitable candidates are systematically attracted through job ads.
  + It occurs when the wrong kind of staff is systematically attracted through certain procedures, but the desired target group is not reached.
  + It is a method to identify unsuitable employees among a group of potential employees.
  + It occurs when employers select the wrong candidates.
* Which of the following statements about **biases** in recruiting are correct? (2) s.128
  + The Primacy Effect is independent of the sequence of interviews.
  + The Primacy Effect means that the first impression counts.
  + ~~The Horn Effect means that the evaluation of the applicant's personality is based on negative characteristics only. (?)~~
  + The Similarity Effect is equivalent to the Mini-me Effect.
* Which of the following statements about biases in recruiting are correct? s.128
* The Primacy Effect denotes a biased judgment coused by sequence of a random sample
* ~~The Hallo Effect means that an applicants personality is evaluated based on a first impression~~
* The Contrast Effect denotes a biased judgment caused by the characteristics of a random sample (influence of the previous candidates)
* ~~The Similarity Effect means that candidates with similar charachteristics are evaluated similarly~~ positive judgments when similar beheviour of interviewer
* Which of the following statements are effects of a **probation time with low wage** at the beginning of the employment? (2) S.155
  + Asymmetric information between the candidates and the organization is reduced.
  + Candidates have financial losses on the long run.
  + It can result in self-selection of candidates.
  + Qualified candidates are scared off because they earn less during probation.
* Which criteria are important for the pre-selection in the recruiting process
* Results from personality tests
* Fulfilling formal requirements
* Letters of application
* Results from the assessment center

### Staff Assignment

* Which of the following aspects are not relevant for staff assignment? (2)
  + Outplacement
  + Length of working time
  + Task design
  + Salary
* Important group properties are... (2) S.183
  + Appearance norms

Appearance norms

Performans norms

Social arrangement norms

Resource allocation norms

* + Cohesion norms
  + Delegation norms
  + Performance norms
* Which of the following conditions increase the danger of **groupthink**? (2) 187
  + Many conflicts
  + High degree of structure and methodical process
  + High group cohesion
  + Directive leadership
* **Glasl's Model** of conflict excalation suggests... (2) S.198
  + that there are 10 stages of escalation
  + that in the most escalated stages counterparts are no longer attributed human qualities
  + that any conflict starts with a difference in opinion, interest, value, perception or position
  + the higher the stage the more latent is conflict behaviour.
* Which of the following statements apply for Asch's experiment? (1) S.185
  + Asch's experiment was carried out to measure shirking.
  + Asch's experiment was carried out to measure soldiering(?).
  + Asch's experiment was carried out to measure group cohesion.
  + Asch's experiment was carried out to measure groupthink.
* Which of the following statements regarding alternative work arrangements are correct? (2) S. 175
  + Tele workers are more productive than on-site workers.
  + Flexible, more frequent and short breaks are advantageous for employees.
  + Satellite-offices are a form of center-based tele working.
  + Semi-autonomous work groups represent on-site tele working.
* Which of the following are instruments of job **design**? (2) 174
  + Job enlargement
  + Job fulfillment
  + Job enrichment
  + Job embellishment  
    Job Rotation
* Which of the following statements belong to the definition of a **team**? (1) 178
  + Members have complementary skills and abilities.
  + Members show soldiering effects.
  + Members interact for an unlimited period of time.
  + Members have strong group cohesion.
* Which statements regarding **Hackman and Oldham's** job characteristics model are incorrect? (2) 172
  + The consequences for positive job dimensions are dependent on the employee's need for growth.
  + Delegating responsibility for work results leads to a decrease in individual motivation.
  + Autonomy and participatory leadership leads to responsibility diffusion.
  + Employees are more satisfied when the task is significant.
* Motivation **Potential Score** of a job varies (MPS 173 Hackman and Oldman)
* With the level of group cohesion
* With the payment differentiation
* With the level of task significance
* With the job characteristics

### Incentive Systems and Remuneration

* Which of the following statements are correct? (2) 222 (work, performance, success, qualifications, loyalty)
  + Pay differentiation according to professional **status** leads to "**equal pay for equal loyalty"**
  + Pay differentiation according to success (e.g. company profit) leads to "equal pay for equal performance"
  + Pay differentiation according to job requirements leads to "equal pay for equal qualification"
  + Pay differentiation according to **human capital** leads to "equal pay for equal **qualification**"
* Which of the following statements regarding different **forms of remuneration** are correct? (2)
  + Piece rate wage can lead to a reduction in quality
  + Piece rate wage requires that the output can be measured.
  + A minimum wage for piece wage reduces the risk of performance variability.
  + Regarding the time wage, the risk of performance variabiliity is borne by the employee.
* Which arguments support the use **of fixed wages**? (2)
  + Employees are risk-averse. (?)
  + Employers are risk-averse.
  + Productivity cannot always be measured.
  + Fixed wages reduce the risk of collusion.
* What are examples for relative compensation? (2)
  + The best employee of a work group is promoted at the end of the year. (?)
  + Olympia winners receive medals.
  + A premium for a new world record in the marathon. (?)
  + Managers are payed higher dividends.
* What is the prerequisite that piece wage leads to self-selection? (1)
  + With the piece wage system, qualified candidates have to earn the same as with alternative employement.
  + The candidates have to be able to estimate their productivity. (?)
  + The piece wage has to be the same for each pieche.
  + The alternative wage for qualified and unqualified has to be the same.

### HR Development

* Which of the following statements are correct? (2) 251
  + The generation X cares about workplace security.
  + The generation Y is not team-oriented.
  + The generation X is not career-oriented.
  + The generation Z is highly individualistic.

### Leadership Theories

* Which of the following statements about **leaderhip theories** are correct? (2) 286
  + Trait theories are based on the idea that you have to be born as a leader.
  + Symbolic leaderhip theories assume that good leaders give meaning through use of symbols.
  + Reason based theories assume that the leader justifies her/his decisions.
  + Interaction theories assume that a good leader possesses good communication skills. (?)
* Which of the following critiques are applicable for **trait theories** of leadership? (2)
  + Trait theories only offer contingent approaches towards effective leadership styles.
  + Trait theories are only appicable for low-skilled jobs.
  + In different situations the same traits of a leader can be evaluated differently. (?)
  + Trait theories neglect the relationship between leaders and subordinates.
* Which of the following statements with regard to the Leader-Member-Exchange Theory (LMX-Theory) are correct? (2) 291
  + Subordinates of the out-group have lower **performance ratings(!)** compared to subordinates of the in-group.
  + Subordinates of the out-group show more citizenship behaviors compared to subordinates of the in-group. Subordinates of the out-group show more citizenship behaviors than subordinates of the in-group.
  + Subordinates of the out-group have lower **performance(!)** compared to subordinates of the in-group.
  + Subordinates of the out-group have higher turnover rates compared to subordinates of the in-group.
* Which statements about Mc Gregors Theory are correct? (?) 284
  + Managers assumptions about employees lead to self fulfilling prophecies.
  + Hygiene factors do not motivate people.
  + There is a trade off between intrinsic and extrinsic motivation.
  + The patronized employee resembles Theory X.
* Which of the following leadership styles are not from Blake and Mouton's managerial grid? (2) 289

Country Club Management

Team Management

Organisation Man

Impoverisched

Authoritarian

* + Team Management
  + City Club Management
  + Authority-Obedience
  + Participating Style

### MGT and Leadership (Practice)

* According to Dr. Kleesdorfer, good leaders... (2)
  + are interested in people.
  + are reflective.
  + have the right traits.
  + are charismatic.

### WITHOUT ANY CATEGORIE

* How is reality constructed according to Berger and Luckmann? (1) S.38
  + Subjective reality > Externalization > Societal Order/Institution > Objectivation
  + Subjective reality > Objectivation > Externalization > Societal Order/Institution
  + Objectivation > Subjective reality > Externalization > Societal Order/Institution
  + Subjective reality > Externalization > Objectivation > Societal Order/Institution
* Which tools of analysis are used in human resource development? (2) S.264
  + Requirement profile
  + Development profile
  + Competence profile
  + Performance profile
* Which of the following statements are disadvantages for a career as **performance tournament**? (2)
  + Higher measurement costs.
  + Reduction in performance with heterogeneous participants.
  + Not applicable for teams.
  + Risk for collusion.
* The **Stanford Prison Experiment** demonstrates... (2) 183
  + How delegation works effecively. (?)
  + How difficult it is to cope with new situations.
  + How quickly individuals learn new roles.(?)
  + How stereotyped conceptions of roles influence behavior. (?)
* Which dimensions belong to the situational leadership theory (Hersey and Blanchard)? (2) S.280
  + Psychological Maturity
  + Formal Maturity
  + Job Maturity
  + Workplace Maturity
* Which programs aim for employees involvement? (2)
  + Representative democracy
  + Voice to people - initiatives
  + Participative management (?)
  + Quality circles (?)
* Which oft he following points are not relevant for “SMART” goals?
* Ambitious
* Robust
* Specific
* Measurable

### NO ANSWER FOUND

* What are possible **consequences of relative compensation**? (2)
  + High incentives for performance
  + Authoritarian leadership style of team leader
  + Risk of collusion
  + Less competition among employees
* The **Ringelmann effect** occurs... (2) 192
  + when teams lack of a team leader.
  + when performance in the group is lower than expected, falling below the sum of all individual performances.
  + when individual contribution to the team performance is difficult to measure.
  + when performance in the group is higher than expected, exceeding the sum of all individual performances.
* Which of the following processes are part of **theory generation**? (2)
  + Analysis
  + Explanation
  + Limitation
  + Prognosis
* Vroom's expectancy theory is classified within the following groups of theories: (2)
  + Process theories
  + Motivation theories
  + Leadership theories
  + Content theories
* Content theories in the field of motivation (S.32?)
* Regard the hierarchical level of needs and their motivating effects
* Regard efford and reward
* Regard different needs
* Do not regard hygienic factors
* Which of the following statements about the leadership theory according to Fiedler are correct? (2)
  + In a very unfavorable situations a task-oriented leadership style is effective.
  + In very favorable situations a task-oriented leadership style is not effective.
  + In moderate situations a relationship-oriented leadership style is effective.
  + In very unfavorable situations a relationship-oriented leadership style is effective.
* Which of the following points should be considered when giving performance feedback to employees? (2)
  + The feedback should address consequences of behaviour.
  + The feedback should include an evaluation of the employee's most distinct personality traits.
  + The feedback should serve as response to the preceding feedback by the employees.
  + The feedback should be made with concrete examples of observed behaviour.
* What are the advantages of team compensation? (2)
  + Facilitates performance remuneration.
  + Lower wage costs.
  + Facilitates the measurement of the individual contribution from team members.
  + Incentive for cooperation.
* The following methods are prevalent in postmodernism: (2) (S.55,61)
  + Discussion analysis
  + Construction
  + Deconstruction
  + Discourse analysis
* Adam's equity theory (theory of justice) deals with... (2)
  + Intrinsic motivation
  + Social comparison S.32
  + Performance criteria
  + Fair remuneration
* The leadership myth that "we are all in the same boat"... (2) S295
  + suggests that the leader has everything under control
  + suggests the concern about the wellbeing of all. (?)
  + avoids opportunistic tactical manoeuvring. (?)
  + disguises imbalances of power.
* Which oft he following prozesses are part of **theory generation**?
* Analysis
* Explanation
* Limitation
* Prognosis
* Seniority compensation describes when
* The wage increases with length of employment
* The wage increases with rise within the hierarchy
* A part of the salary will be paid after retirement
* The wage increases with the meaningfulness of the task
* Legal representatives of interests with compulsity membership are
* Medical Association
* Federal of Austrian Industries
* Austrian Federation of Trade Unions
* Austrian Federal Economic Chamber
* If piece wage shoud result in self selection…
* The pade wage has to be lower then the quotient of the alternative wage divided by productivity of *unqualified* candidate
* The pade wage has to be higher then the quotient of the alternative wage divided by productivity of *unqualified* candidate
* The pade wage has to be lower then the quotient of the alternative wage divided by productivity of *qualified* candidate
* The pade wage has to be higher then the quotient of the alternative wage divided by productivity of *qualified* candidate
* Which of the following statements are applicable for freelance contracts or contracts for work and services?
* A contract for work and services includes a success guarantee
* Freelancers use their own working tools
* Freelancers cannot be substituted by someone else
* In a contract for work and services,the expexted working time is redulated
* Advantages of the external job market in comparison with the internal job market?
* The period of vocational adjustment ist shorter
* The pool of candidates is larger
* New ideas of information are introduced into the organization
* Asymmetric information between candidates and organization is reduced
* What characteristics describe regression models for human resource planning?
* On order to predict the required number of staff, one needs coefficient from production-technical processes
* Regression models their relationschips from theory
* Regression models consider uncertainty
* Regrassion models calculs the required number of staff based on historical data
* Which tools of analysis are used in human resource development?
* Development profile
* Performance Profile
* Competence Profile
* Requirement profile

S.137

Ability Tests-> Performance,Concentration, Intelligence,Dexterity

Problems:Discrimination,Stereotype Threat

Analysis of staff stock

-Job Deskription

-Competence profile

-Requirement profile