Please note: Not all of these questions are from tests in the past, but they should cover most of the content.

1) Introduction and Theoretical Foundations
    a. Explain ontology, epistemology and methodology.
    b. How are theories built?
    c. Describe the key features of Weber's ideal bureaucracy. Also explain the patronized man.
    d. Describe the key features of Taylor's Scientific Management. Also explain his assumptions about human nature.
    e. Describe the Hawthorne Studies (aim + findings) during the Humanization of work. What is the social man?
    f. Describe the assumptions of the human nature in constructivism theories.
    g. What are defining characteristics and differences between generations X, Y and Z? In this context discuss whether workforce members of these generations fit the image of humans as proposed by Taylor.
    h. What are in general shortcomings of generation theories?

2) Legal framework for HR
    a. What are functional and object-oriented divisions in HR? What is used in practice?
    b. What influences the HRM within an organization?
    c. Describe the workers council and their rights.
    d. Which organizations exist in Austria in this context?
    e. Describe the hierarchy of the legal system of Austria in detail.
    f. Which types of employment exist? Describe them in detail.
    g. Explain the new-self-employed.

3) HR planning
    a. What has a person to fit with?
    b. Describe the stages of HR planning.
    c. Describe the forecast models of HR demand in detail + advantages and disadvantages.
    d. What is the difference between productivity and efficiency? Describe their tradeoff between each other.

4) Recruiting & Selection
    a. What is the aim of recruiting & selection? What is a suitable and unsuitable candidate for an organization?
    b. List and describe the phases of the recruitment and selection process.
    c. What are criteria of a good selection process?
    d. Please name and briefly describe four cognitive biases which can occur in selection process.
    e. Give a brief overview over assessment tools.
        i. Describe the interviews technique and their positive and negative aspects.

      ii.   Describe assessment centers and their positive and negative aspects.

     iii.   Describe biographic questionnaires and their positive and negative aspects.

     iv.   Describe ability tests and their positive and negative aspects.

      v.   Describe online tests and their positive and negative aspects.

     vi.   Describe personality tests and their positive and negative aspects.

  f. How can someone measure the effectiveness of a selection process?

  g. What is adverse selection and how can you tackle it?

  h. You are the HR manager of a big male-dominated network engineering company and want to hire a new project manager with about 5-10 years job experience. How will you set up the search and selection process so that 1) enough women are attracted to the job and 2) little or no biases occur during the search and selection process. Justify your choice of search and selection instruments.

5) Groups and teams
   a. What is a group and what is a team? List and explain properties of the group.
   b. Describe advantages and disadvantages of group work.
   c. List and describe the 5 stages of group formation
   d. Describe group thinking, its dangers and strategies against.
   e. What is group shifting?
   f. What is shirking, social loafing and free riding?

6) Staff Assignment and Job Design
   a. Describe the Job Characteristic Model of Hackman & Oldham model into detail.
   b. Which of the job dimensions is influenced through job-enrichment? Explain!
   c. Which of the job dimensions is influenced through job-enlargement? Explain!
   d. Which of the job dimensions is influenced through job-rotation? Explain!

7) HR Development
   a. Describe goals and core tasks of the HR development.
   b. List and explain tools for recruiting & development.
   c. List and describe training methods for HR development
   d. What is performance management?
   e. Which guidelines should you keep in mind during performance/staff appraisals? In this context also explain the SMART objectives.
   f. Describe quantitative and qualitative personnel layoff + HR instruments for it.

8) Incentive and compensation systems
   a. What are the problem definitions of incentive and compensation systems?
   b. Describe the agency theory.
   c. Describe payment differentiations and wage forms.
      i. What are the challenges of pay for performance?
      ii. Why using fixed wages?
   d. What are the basic requirements on payment systems?
   e. What motivates us? Is it only money?

9) Leadership Theories
   a. Describe the evolvement of different leadership theories over time. What are the respective underlying images of human.
   b. Describe the trait theories in detail.

c. Describe the behavioral theories in detail.
d. Describe the contingency theories in detail
e. Describe the interactive theories in detail.
f. Describe symbolic leadership.
g. Describe the postmodern approach.
h. What are important future leadership traits, behaviors and/or styles according to Mrs Kleesdorfer and/or Mr. Buschmann (guest lectures)?

10) Challenges in HRM
a. What are characteristics and risk factors of workplace bullying? Also list and describe the conflict types.
b. Describe the circle of conflicts in groups.
c. Describe Glasl's model of conflict escalation.
d. List and describe the phases of conflict coping.
e. Describe the 3rd party interventions.
f. What are the 4 aspects of a message?
g. What is the glass ceiling, glass cliff and tokenism? What are measures against it?s