

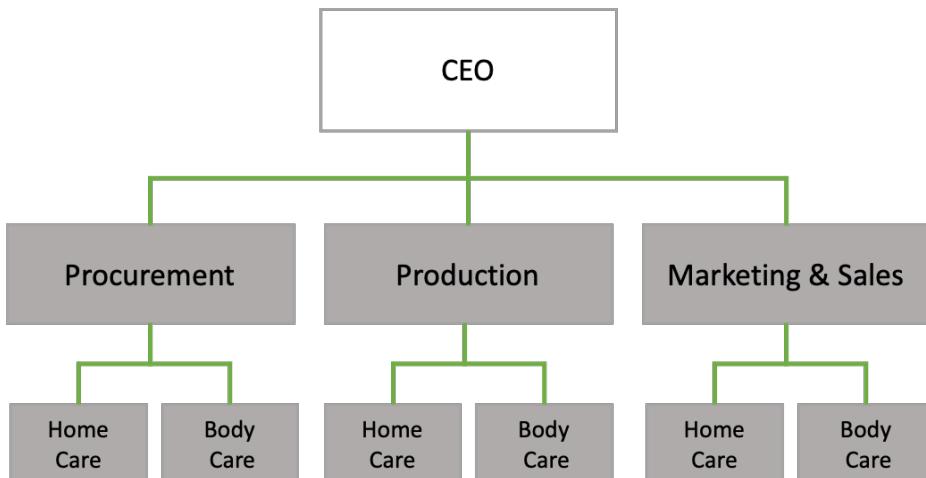
Examination Human Resource and Organization

2023

Task 1: Organization (max. 10 points)

Consider the following organization example of a consumer goods company. As part of a strategic realignment, the company has decided to acquire a producer of dietary supplements and integrate it into its organization. After completion of the purchase process, the company is looking into a re-organization effort.

- A) Decide on an organizational archetype, spell out your recommendation and draw the resulting organizational chart. (6 points)



New Org archetype: _____

Org Chart

- b) Name one argument that speaks in favor of the new archetype and one argument that speaks against it.

Please note: You will only receive points if your arguments relate specifically to the situation and industry at hand. (4 points)

Supporting Argument	
Counter Argument	

Task 2: Personnel planning (max. 8 points)

Perform personnel planning for the delivery staff of QuickDrop Inc, a logistics provider that delivers parcels to households in a German city.

- 4 million parcels are delivered annually. Plan only the delivery staff and initially assume an equal distribution of annual delivery volume.
- During paid working hours, an employee utilization rate of 80% is assumed. The rest of the time is spent loading delivery vehicles, travelling to the delivery district and other activities.
- On an average route, a package is delivered every 4 minutes.

- a) What employee capacity (FTE) is required to complete the workload? Explicitly explain any further assumptions you make.
(6 points)

- B) The actual business data of QuickDrop GmbH show a strong seasonality in delivery volume. The number of shipments in December is 25% above the annual average and in July and August 10% below the annual average. Describe two specific measures for the personnel planning of QuickDrop GmbH to deal with this seasonality.

Please note: You will only receive points if your arguments relate concretely and specifically to the situation and industry at hand.
(2 points)

Measure 1	
Measure 2	

Task 3: Organizational archetypes (max. 4 points)

Choose the appropriate (best suited) organizational archetype for the primary organization for the described situations

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	Func- tional	Divi- sional	Matrix	No answer
We are a traditional company with focus on our global windshield wiper business. Other products hardly play a role for us.				
We are an international consumer goods manufacturer where the regions should have the key decision-making power				
We are an insurance company with two segments, corporate and private customers, which have little in common				
We are an automobile manufacturer whose success depends on the use of synergies in purchasing, production and sales				

Task 5: Leadership (max. 4 points)

Decide whether the following changes in the claims processing team of an insurance company are pointing towards increasing or decreasing the span of control in this area.

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	Larger span of control	Smaller Span of control	No answer
With the new flexible working time models, team members are basically never on site in the office at the same time.			
The new claims settlement rules have greatly changed the way we work. We used to do the same thing all day. Today, you have to constantly familiarize yourself with new approaches			
The new team leaders communicate predominantly in person and in larger meetings.			
The new team leaders give their colleagues much more freedom and only provide the rough framework. In the past, all this was much more hierarchical.			

Task 6: Leadership (3 points)

Consider a call center with 400 call center agents. Assume that all positions are filled by full-time employees.

The current target leadership spans are 10 agents per team lead at the operations level and 8 team leads per department head at management.

The management decided to change the spans of control. The new target values are 8 agents/ team lead and 5 team lead/department heads.

How does the number of required managers (team lead/department heads) in FTE change as a consequence of this decision?

Please check the correct value.

+10	+11	+12	+13	+14	+15	+16
-10	-11	-12	-13	-14	-15	-16

Task 7: (max. 4 points)

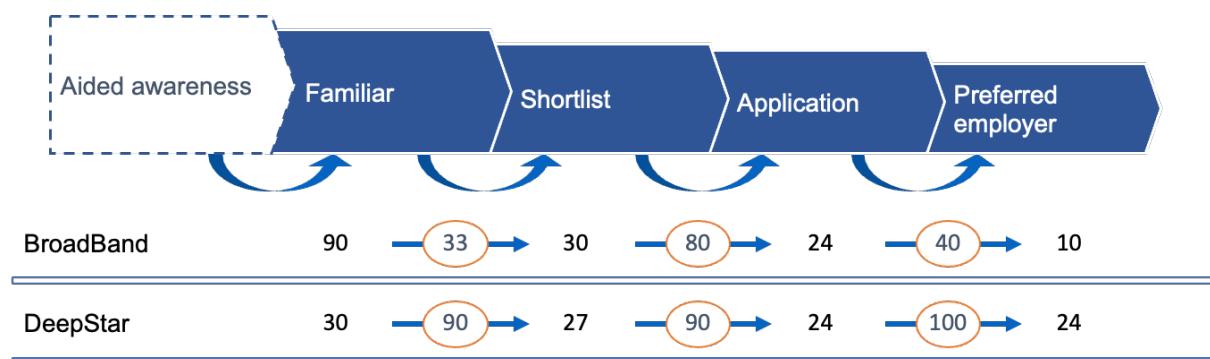
Assign the respective cognitive bias to the hypothetical situations described below. Mark the corresponding column with a cross (X).

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "Not answered", the number of maximum achievable points is reduced accordingly.

Statement	Availa- bility bias	Fundam- ental attribution error	Confir- mation Bias	Halo Effect	No Ans- wer
Google understands your preferences and ranks search results (among other factors) according to the likelihood of you clicking them.					
People are afraid of vaccines because they read in the news that a famous actor suffered from severe side effects.					
A Saudi soccer club hires Cristiano Ronaldo for an estimated annual salary of 200m EUR to promote healthy living in Saudi-Arabia.					
Germans predominantly investing in stocks of German companies.					

Task 8: (max. 4 points)

Consider the following (fictitious) excerpts from the results of a market research among 500 students at all Aachen universities. The respondents' assessments of the two fictitious companies based in Aachen are shown. Determine whether the following statements can be derived from the results of market research.



PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	Applicable	Not applicable	No answer
BroadBand's biggest problem is the proportion of people who want to work there if they are successful in application			
Compared to DeepStar, BroadBand is more of a last resort solution for applicants			
DeepStar doesn't do a good enough job of turning interested students into potential employees			
DeepStar performs better than BroadBand in all dimensions relevant to employee recruitment			

Task 9: (max. 4 points)

Explain the two basic mistakes in personnel selection using the example of hiring decisions for a new statistics professor at the FH Aachen.

Please note: You will only receive points if your arguments relate concretely and specifically to the situation and industry at hand.

First order mistake

Second order mistake:

Task 10: (max. 4 points)

Indicate whether the following statements on organizational theory are true or false. Mark the appropriate column of the following table with a cross (X).

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	True	False	No answer
Unity of command is a key principle of Scientific Management			
Scientific Management is based on Natural Sciences			
The size of the organization is the most relevant context factor in the contingency approach			
Hierarchy of authority describes the number of management layers in an organization			

Task 11: (max. 10 points): Gender Equality

To foster the success of your female employees and your entire company, you must recognize the relevant core problems in your talent management processes and then take steps to fix them with practical answers. Name and explain the 7 implications which Ammerman & Groysberg published in 2021 to close the gender gap, especially by improving Gender Equality in Organizations.

Task 12: (max. 4 points): Teamwork

Fill in the following table: name the four titles of the team development phases according to Tuckman, briefly describe the contents of the relationship level within the team as well as the role of the leader and name the corresponding leadership style in the Hersey/Blanchard model:

Team phases according to Tuckman	Phase 1	Phase 2	Phase 3	Phase 4
Name of the Team Development Phase:				
Relationship level within the team:				
Role of the leader:				

Task 13: (max. 3 points): Leadership Styles

Match the following descriptions of some employees according to the maturity levels of Hersey & Blanchard's Leadership model (or decide that it does not match any of the 4 maturity levels).

Mark the appropriate column of the table with a cross (X).

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	Maturity Level 1	Maturity Level 2	Maturity Level 3	Maturity Level 4	None of the 4 options	No answer
An employee has prepared excellently for a presentation in front of customers, but starts to doubt her competence the night before						
An employee is transferred to another team against her wishes in order to take on a new job that she does not want to do.						
After initial successes in his new job, an employee realizes with disillusionment that it may be a very long time before he is competent in it						

Task 14: (max. 4 points): Teamwork

What approaches do managers have for reducing the so-called Ringelmann effect? Indicate whether the following statements on teamwork are true or false. Mark the appropriate column of the following table with a cross (X).

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	True	False	No answer
Involve all team members primarily on a cognitive level			
Ensure a uniform qualification of all team members			
Set low performance targets for tasks so that each team member can achieve them			
Obtaining the consent of the works council in order to obtain the backing of the employees			

Task 15: (max. 4 points): Cross-Cultural Management

Indicate whether the following statements on cross-cultural management are true or false. Mark the appropriate column of the following table with a cross (X).

PLEASE NOTE: If all parts are answered correctly, you will receive the full number of points. If a part is answered incorrectly, you will receive zero points. If you mark a question with "No answer", the number of maximum achievable points is reduced accordingly.

Statement	True	False	No answer
Confrontation-avoidant cultures consider dissent and debate as negative for group harmony and personal relationships			
Time linear cultures make smooth transitions between project steps, and they change tasks according to circumstances - flexibility takes precedence over organization			
High-context cultures begin in persuasive conversations with a statement or an opinion and submit theoretical concepts later after			
Principle-led cultures communicate precise, simple and clearly. Messages are expressed and understood at face value. Repetition is appreciated if it helps clarify the communication			

Task 16: (max. 4 points): Management Training

Indicate whether the following statements on Kirkpatrick's model of Evaluation are true or false.

Mark the appropriate column of the following table with a cross (X).

Statement	True	False	No answer
Written exams are an inappropriate method for measuring Kirkpatrick's level of "behavior"			
Assessing Kirkpatrick's level of "learning" shows the development of learner's behavior			
Kirkpatrick's level of "reaction" measures satisfaction and usefulness from the learner's point of view			
Kirkpatrick's level of "results" is easily measured by numbers, e.g. increase of quality, productivity, sales numbers or new customers			

Task 17: (max. 6 points): Motivation according to Reiss-Profile

You want to fill the position of store manager in a retail store with 20 employees. To fill the position, you are looking for a person who can lead the team of 12 coworkers, is the contact person for customers and is a link between customers and operational units of the company with a positive, communicative manner. Which motivational characteristics seem to be suitable to you? Mark the appropriate column with a cross (X).

Statement	True	False	No answer
A strong striving for power is helpful for the position of a Store Manager because he is motivated to save money and keep the budgets			
A low striving for emotional tranquility is helpful for the position of a Store Manager, because he will be able to calm down his employees when they are stressed			
A strong striving for independence helps the store manager to maintain close contact with his employees			
A strong striving for social acceptance and emotional tranquility helps the manager to assert unpopular decisions			
A strong striving for vengeance helps the store manager to moderate and resolve obvious conflicts in his team			
A low striving for social contact does not help the store manager to connect customers and operational units			

Task 18: (max. 10 points): Change Management

You are the head of a call center with 100 coworkers. Today, you work in 10 offices with 10 employees each, one of whom is the responsible team leader. Your change order from the CEO is to relocate all 100 employees to an open plan office within 3 months. Using Kotter's 8 sequential change steps, describe how you would practically implement this change process:

Title of each of Kotter's change management steps	General necessary activities to be realized during this step of Kotter's change management process	Your practical description what to realize in practice during every single step of Kotter's change management process
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		