FINAL EXAM STUDY GUIDE

Exam Guidelines:
– The final exam on Thursday, December 16, 1999 (10:00am - 12:00 noon) will determine 25% of your final grade.
– The exam will consist of multiple choice, short answer, and short problem questions to evaluate your understanding of the concepts discussed in class.
– The final will be based on the concepts covered in the entire course including readings and handouts.
– The following questions address the concepts covered since the last midterm that could be tested. However, the exam questions may not appear in this form. For example, problem solving questions will assume you can apply these concepts.
– Use the study guides for the first two midterms to help you prepare for earlier covered concepts that could be tested.
– As you prepare for the exam, feel free to discuss with other students, the TA, and the instructor.

Protected Classes (From “Selection” Lectures)

1. List the six “Protected Classes” under the Civil Rights Act (1964) and Americans with Disabilities Act (1990).

2. Under what conditions, if any, can a company legally discriminate against each of the protected classes.

3. How can an employer ensure that they comply with the anti-discrimination laws?

Training

1. What is the main objective of training and development programs and how is it achieved?

2. What are the six main reasons why training and development activities are important to an organization?

3. What are the three phases of training and development and what is the objective of each phase?

4. What are the main factors used to help a organization determine training and development needs and why are these factors important?
5. In the implementation phase of training and development, what are the main questions that should be addressed in this phase?

6. To obtain good results from training and development, describe methods that can help the learning process AND programs that maintain performance after training.

7. What are some of the new areas of emphasis in training and why have these areas become more important recently?

8. With respect to training and development, what are the main questions that should be addressed when attempting to avoid discrimination charges?

9. Thirteen training tip were reviewed, describe eight of these tips.

10. What is the “Situational Leadership Model,” and how might it impact training and development activities?

**Performance Evaluation**

1. What does an employer have to gain from effective performance evaluation? What does the employee have to gain?

2. Who should receive performance evaluations in a business? Who should perform them?

3. How should formal and informal evaluations be used together (i.e. timing/frequency and issues addressed)? How are formal and informal evaluations best used together?

4. What are the advantages and disadvantages of form and interviewing methods of communicating performance evaluations?

5. Given a specific case, write the supervisor’s portion of the dialogue in an evaluation interview.

6. In lecture, the importance of 2-way communication between the employer and the employee was emphasized. What does this concept mean? Why is it important? How can an employer encourage it?

7. What is the difference between objective criteria and subjective criteria? Give examples of each. What combination is usually used in small businesses? What combination should be used? Why?
Total Compensation

1. What is involved when addressing employee total compensation?

2. In a reward system, give examples of monetary and non-monetary awards.

3. Indicate reasons why monetary compensation is important to an organization.

4. Describe the process of determining the total annual cost of compensation and how it can be adjusted to an effective hourly cost.

5. When a organization indicates that it uses a grade structure to set the wage rate of employees, what is involved in this process?

6. What are the two main factors that will impact an employees satisfaction with their rate of pay?

7. How can the different theories of motivation be used in helping make pay decisions AND which theory might be more appropriate for performance based pay and why?

8. What is the concept of comparable worth?

9. What are the legal issues one should be aware of when addressing compensation issues?

10. What are the two general types of performance based pay and how do they differ?

11. Indicate the main reasons performance why based pay is used by an organization.

12. Explain some of the problems associated with performance based pay.

13. What is indirect compensation and what have been some of the recent trends in this area of compensation?

14. What compensation provisions are included in public protection programs and private protection programs?

15. Compare and contrast a defined-benefit pension plan and a defined-contribution pension plan.

Leadership

1. In the class handout on “Management and Leadership”, there are six main leadership styles identified and these six can be further grouped into two main classes. Compare and contrast these six leadership styles.
2. In his talk, Mr. Grettenberger said that managers should "Lead, not manage". What does a leader do that is different from a manager?

3. Mr. Grettenberger said that MBO and leadership are not the same. Why is MBO not a good example of leadership? [Look back to TQM lectures for more info on MBO.]

4. Mr. Grettenberger listed 7 characteristics of leadership. What are these (1 word each) and explain what is meant by each of them?

5. Based in Mr. Grettenburger’s experiences, how is HRM in Japan and Germany different from in the US?

6. When Mr. Grettenburger took over the leadership of the Cadillac Division, what were the major problems facing Cadillac, how did they get into this situation, and what "tool" did Mr. Grettenberger use to motivate improvement in quality at Cadillac, how was the tool implemented, and was the tool effective and why?

Over all Question

1. Explain how is a job description can be used for each of the following aspects of HRM?
   – Recruitment
   – Selection
   – Training
   – Performance Evaluation
   – Compensation