

BSAD 36000.002 Spring 2020 Final Exam (max. 25 points)

- The exam will be a take-home, essay exam
- The exam will consist of two long-answer essays (30-40 (or more) lines each)
- I will provide four questions, you must answer question 1 and one of the remaining three questions
- I will entertain proposals for dyad or group exam responses—only proposals I deem likely to succeed will be approved
- The exam must be submitted to the Discussion area of Blackboard at class time on the due date for the exam
- To earn the points involved, I will ask of each answer, did you convince me that you: 1) thoroughly understand and can explain the specific topic; 2) thoroughly understand and can explain how the specific fits within the general area of HRM theory from which it is drawn; 3) can correctly apply what you know to a real-life situation or example; 4) can correctly articulate the value or importance of what you are writing about (“so what” question); and 5) can make at least one correct, practical recommendation for the situation involved in the question.

I will score the exam using a rubric that addresses those five underlined things, above. A copy of the rubric is available in the Content area of Blackboard.

Exam Components:

- The Case
- O*NET Report 49-3011.00 Aircraft Mechanics & Service Technicians and its Links (you must access this on the net)

Q1. Identify and analyze the company’s compensation strategy using the compensation strategy model I used in class. Consider its geographic location and industry. Identify, analyze, and consider alternatives to a lay-off. Make O*NET (and/or other BLS source) your data source. Remember to cite sources of data used. As a part of your response, be sure to identify your choice for lay-off, and explain why.

Q2. What criteria should be used to determine potential layoff candidates?

Q3. Take the information on the four employees and separate into data that can be legally considered and data that cannot. Explain “why not” for each such item. Also identify data as relevant (or not). As a part of your response, be sure to identify your choice for lay-off, and explain why.

Q4. Identify, analyze, and consider, the consequences that might follow the layoff of each of the four employees. As a part of your response, be sure to identify your choice for lay-off, and explain why.

CASE 11**Someone Has to Go: A Tough Layoff Decision**

Located in the Los Angeles area, Aero Performance, with 27 employees, is a sales and maintenance company that provides equipment upgrades and general aircraft maintenance to regional airlines, corporate aircraft, and small international carriers. When Aero Performance was created 2 years ago, the company faced little competition, and the robust airline market seemed to present unlimited potential for growth. Unfortunately, industry economics coupled with cost-cutting measures by airlines and new competition from similar airline service companies meant that Aero's business performance was stabilized, and the company experienced losses in certain specialized areas. Airline companies as well as the owners of corporate jets delayed the purchase and installation of Aero's advanced electronic equipment.

Mike Martinez, manager of the technology upgrade unit, faces a tough decision. With a significant downturn in his unit's work, he must lay off one employee. The decision is made particularly difficult because all employees of the unit are qualified employees with average or better work records. Additionally, each employee has a unique personal background directly affecting his or her work life. A summary of the background and work record of each of the four employees follows.

Gary Meadors is married and has two children in high school. He lives modestly in order to send his kids to college. His wife works evenings at a convenience store to assist with family expenses. Meadors has worked 9 years with Aero Performance, 6 years in airline maintenance, and 3 years in the technology upgrade unit. He has learned airline technology largely through technical articles, trade journals, and on-the-job experience. His performance evaluations are average, and he is considered a consistent and

reliable employee. His attendance and company loyalty are exceptional.

Brenda Baldwin is the only woman in the technology upgrade unit. She is a single mother with a child in elementary school. Brenda has 3 years of service with Aero Performance, all in Martinez's unit. She joined the company after obtaining an airline technology degree from a well-respected 4-year university. Brenda continues to take evening classes in her field and seems to have, according to Martinez, "the most potential for growth in the company." However, her performance has slipped the past year, and she has been counseled for an attendance problem. She has felt somewhat resentful as a female in a traditionally male-dominated industry.

Udit Chopra is a dedicated employee. In fact, everyone says he is "married to his job." He will work long hours to complete technical installations and is regarded as a perfectionist. Udit has a college degree in marketing but has found his home in airline technology. He possesses an excellent ability to persuade Aero Performance customers to upgrade their technology systems. Udit drives a new BMW and is believed to come from a wealthy family.

Craig Cottrell joined Aero Performance 3 years ago, having been hired away from a competitor. He has a total of 12 years of experience in the airline service industry. Craig has a complete understanding of airline technology. Cottrell's work performance the first 2 years with Aero Performance was barely average; however, his work record the past year was evaluated as very high. Currently, he is the top performer in the unit. There has been work friction between him, Baldwin, and Chopra over the selection and installation of cockpit instruments.

	Seniority (Years)	Salary	Performance			
			2014	2015	2016	2017
Gary Meadors	9	\$74,250	Avg	Good	Avg	Avg
Brenda Baldwin	3	\$81,100		High	Good	Avg
Udit Chopra	5	\$78,500	Avg	Good	Good	Good
Craig Cottrell	3	\$75,960		Avg	Avg	High

Mike Martinez must make his decision by this Friday. Aero Performance will grant the laid-off employee a severance package to assist in transition to other employment. Martinez is committed to aiding his employee in finding another job in the airline service industry.