Practicing for mid-term 2017

**1. Employee turnover calculations**

**1.1. What type of turnover measures did we learn?**

**1.2. How to calculate labour turnover index?**

**1.3. Define the survival rate and the half-life index in employee turnover analysis.**

**1.4. What is the labour stability index, and what does it represent?**

**1.5. Labour turnover index**

There is a company with 50 employees on average. Three of the staff leaves the firm in the given year. Calculate the index.

**1.6. Survival rate**

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| **Quit**  **Hired** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** |
| 2010: 30 | 8 | 5 | 2 | 0 | 1 | 0 |
| All the new hires join on 1st January, all quits happen on 31th December. | | | | | | |

Compute the 1 year survival rates for those hired in 2010.

Compute the 3 year survival rates for those hired in 2010.

**1.7. Calculate the half-life index for those hired in 2010 on the data in exercise 2010.**

**1.8. Stability index**

A company has 200 employees. Their work experience at the company:

* 30 employees: less than 1 year
* 30 employees: 1 years
* 40 employees: more than 1 year

One year ago, the total number of employees were 300. 200 with less then 1 year employment that time, 60 with 1 year, 40 with more than 1 year. Calculate the stability index.

***2. Workforce planning exercises***

**2.1. *How to calculate workforce demand (in working hours) for a project and for the annual regular activities of a firm*?**

**2.2. *How to calculate workforce supply of 1 employee*?**

**2.3. *How to calculate workforce supply of more than 1 employees*?**

**2.4. *How to calculate workforce demand (in number of employees) for a project and for the annual regular activities of a firm*?**

**2.5. There is a small firm with 3 different jobs: J1 (top manager), J2 (first line manager), J3 (worker).** The firm’s work schedule is as follows:

- from Monday to Friday: first shift: 6:00 to 14:00, second shift: from 14:00 to 22:00

- Saturday: only one shift from 7:00 to 15:00

- Sunday: no working

A top manager is needed 10 hours on weekdays independently of the shifts. First line managers should be present at the firm 1 hour before the start of the first shift and should not leave until 1 hour after the last shift. Workers should be there only in their working time (shift). In each shift 1 first line manager and 4 workers have to work simultaneously.

In the given year there are 250 weekdays that are also working days and 50 Saturdays that are not holidays. All managers and employees are identical (for the sake of simplicity). Everyone has 20 regular leave days (allowance) per year and they are expected to be on sick leave for 10 days per person and per year.

***a) Calculate the annual workforce demand in man-hours in every (J1, J2, J3) job.***

***b) How many employees should be hired in each of the jobs (J1, J2, J3)?***

***2.6. There is a small company with 10 permanent employees (workers).*** They are working 8 hours per day according to their contract. The maximum number of workers in the plant (in one shift) is 12. The plant is running 1 shift only (a shift is 8 hrs long). The average attendance rate is 0.9, the average performance is 85%.

***a) Calculate the earliest possible deadline for a project that needs 500 working hours to complete.***

***b) The company has two alternatives to reduce the total project time. ‘A’ alternative is to maximize the number of workers with two new hires (expected attendance rate is 100%, expected average performance is 70%). ‘B’ alternative is to assign 4 extra hours of work (overtime) per employee (during overtime the attendance rate is 0.8, the performance is at 70%, and it is known that 1 worker will not do the overtime at all) but do not hire new workforce. Calculate the project’s time-need under both alternatives.***

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|  | **One of the following is NOT a function of Human Resource Management.**   1. To enable the organization to achieve its objectives. 2. To take initiatives and provide guidance and support on all matters relating to its employees. 3. Creating safe and appropriate physical environment for working effectively. 4. Provide openness, ability to drive change. | | | | |
|  | **Which HRM model was invented first (chronologically)?**   1. Strategic Human Resource Management 2. Michigan School Model 3. Human Capital Management 4. Harvard Framework | | | | |
|  | **Top managers usually have some HRM functions. One of the followings is an example of that:**   1. strategic HR planning 2. operational HR planning 3. job design 4. job evaluation | | | | |
|  | **What is labour turnover analysis?**   1. The analysis of the numbers of people leaving the organization and the reasons why they leave. 2. The analysis of how labour turnover can contribute to the overall business strategy. 3. Measurement and analysis of the number of people likely to be available from within and outside the organization. 4. Both a and c are correct. | | | | |
|  | **… theory of motivation focuses on the course of motivation (goals, expectations, perceptions), while … theory states how motivation can be used to satisfy business needs.**   1. content, process b.) process, content c.) equity, satisfaction d.) performance, satisfaction | | | | |
|  | **Job performance is a function of …**   1. …ability 2. …motivation 3. … job design and job evaluation 4. …ability, job design and motivation | | | | |
|  | **If somebody likes his/her work and wants to be the best in his/her job, and does great effort to reach this...**   1. than it is a case of intrinsic motivation 2. than it is a case of extrinsic motivation 3. than it is a case of short-term motivation 4. than he/she is motivated by safety needs, according to Maslow | | | | |
|  | **Which of the following selection techniques has the lowest validity?**   1. Assessment centre 2. Graphology 3. Typical job interview 4. Structured job interview | | | | |
|  | **Calculate the 2 year survival rate of employees hired in 2000, if 10 people were hired on 1/1/2000, 2 of them left the firm during the year 2000, and another 3 left during the year 2001.** | | | | |
| 1. 30% | 1. 20% | 1. 50% | 1. 25% |
|  | **Which one of the followings is true for the Soft (or humanistic) HRM approach?**   1. employees are viewed as a passive factor of production, an expense 2. employees can be easily replaced and seen as disposable. 3. strategic, quantitative aspects of managing HRM as an economic factor 4. emphasizing communication, motivation and leadership | | | |
|  | **Which one of the following definitions is correct in the KSAO model?**   1. Knowledge: capability to perform tasks accurately and with ease 2. Skills: more stable and enduring capability to perform a variety of tasks 3. Abilities: organized body of factual and procedural information 4. Other characteristics: anything required except knowledge, skills and abilities | | | |
|  | **Which one of the followings is NOT a core job dimension?**   1. Skill variety 2. Task identity 3. Task significance 4. Job performance | | | |