FACULTY OF ECONOMICS
AND MANAGEMENT

11064 Human Resource Management (ST 2013)

Final Exam

Examiner: Vertr.-Prof. Dr. Sven M. Laudien

The exam is a **one hour** exam. A **maximum of 60 points** can be achieved in the exam. Before you start answering the questions, please consider the following general information:

1. Use the theoretical concepts and the terminology you have learned in class and from the textbook.

2. When answering essay type questions, make sure that you provide a clear line of reasoning.

3. Remember: people have to be able to decipher what you write. So please have a look at your handwriting. If we are not able to read what you have written, you will get zero points!

4. Leave a margin for our comments, so we can give you a more detailed feedback than just the number of points.

5. Make sure that you hand in this exercise sheet as well as the exam paper at the end of the exam.

6. You are allowed to use a calculator. Please be aware that no other means – especially no dictionaries – are allowed.

7. You should solve *all* three (3) questions!

Good Luck!

Answer *all* 3 following questions!

Question 1: Leadership style (max. 20 points)

a) Please define the term "leadership style". (4P)

b) Explain which different leadership styles are distinguished by Blake and Mouton in the so-called "Managerial Grid". How is the "Managerial Grid" structured? (12P)

b) Explain three basic archetypes of leadership styles and show how they would fit into the "Managerial Grid". (4P)

Question 2: Motivation theories (max. 10 points)

Name and explain the two branches of motivation theories. Give **one** detailed example for each branch.

Question 3: Workforce planning (max. 30 points)

Imagine that you are one of the HR managers in the company Magdeburg Manufacturing AG (MM AG) and that you are responsible for planning the required workforce for the next period (year: 2014). In order to get an idea about possible labor movements between the periods of year 2013 and year 2014, you want to employ the Markov method. The following information about the number of employees that are recently employed in the different company states and about the probabilities of movement are available:

– In 2013 the MM AG employs 10 plant managers, 20 department supervisors, 70 foremen, 200 machine operators and 500 general laborers.

– There is a 90% probability that the employees who are employed as plant managers in 2013 will remain in that job in 2014 while 10% might leave.

– For the department supervisors you see a 5% probability that some of them getting promoted to be a plant manager, 80% remaining in their recent position, 5% switching to the foreman position and 10% leaving the company.

– Furthermore, there is a 5% probability that recently employed foremen get promoted to the position of department supervisors while 75% of them might remain in their recent position and 20% might leave.

- For the machine operators you see a 1% probability that some of them getting promoted to be a foreman and even 1% getting promoted to be a department supervisor, 70% remaining in their recent position, 10% switching to the state of general laborers and 18% leaving the company.

- Finally, there is a 9% probability that the employees who are employed as general laborers in 2013 will get promoted to the state of machine operators and even 1% might get promoted to be a foreman, 75% will remain in that job and 15% might leave in 2014

a) Please derive the simple transition probability matrix according to the Markov method and provide the expected number of employed persons per company state in year 2014. (15P)

b) Do you identify any problematic future development regarding the employees' movements? (5P)

c) What workforce placement strategies would you recommend to the whole HR department? (5P)

d) Critically discuss the method of the Markov chain. (5P)