1.

link to video: <http://media.pearsoncmg.com/ph/bp/bp_video_links/2013/mgmt/hrm/ZIPC-VID3-WEB640.html>

Discussion Questions:

**What makes Zipcar an attractive employer for which to work? Minimum 200 words**

Zipcar is a fast growing innovative company that supports the environment and is socially responsible.  This is one of the reasons why Zipcar is an attractive place to work for many who are looking for a company that is doing something new.  This is a company that allows customers to share a car for a fee as small as a short cab ride.  The main goal of Zipcar is to reduce the number of cars being driven and thereby reduce environmental pollution

**What do those doing the actual hiring at Zipcar feel are important characteristics to find in potential employees? Minimum 200 words**

Those that are doing the hiring at Zipcar feel that there are certain characteristics that are important when hiring potential employees.  When selecting new employees, Zipcar aims to find people who are passionate about the brand, professional, courteous, and presentable. They would like to have someone who understands the value of the organization and the culture within which the company operates.

2.

**Name and briefly describe the basic types of employment tests, work samples, and simulations discussed in the text.  (200 word minimum APA format)**

The very first part of this answer is the different types of basic employment tests that employers have potential employees take:

First is the “test of cognitive abilities”.  What is included in this test is a general ability for reasoning and testing certain mental capabilities such as memory and inductive reasoning.  Secondly is the test of “motor and physical abilities”. Many employers use a variety of this type of test to measure finger dexterity, manual dexterity, and reaction time.  Some other tests may include the ability to measure one's physical abilities such as static strength, dynamic strength, body coordination and stamina. Thirdly, is the test of personality measurement, this test can be used to look at the characteristics of individuals such as, attitude, motivation, and temperament.

Next is some of the work samples and simulations that employers use.  Work sampling technique “tries to predict job performance by requiring job candidates to perform one or more actual samples of the job’s task” (Dessler, G. 2015).  With this process it has been shown and proven that it is much more difficult to make up an answer due to the process of sampling comes from the actual job.  The management Assessment Center helps provide candidates with simulations that have them “perform realistic management tasks, under the observation of experts who appraise each candidate’s potential” (Dessler, G. 2015).  Some of the simulated exercises that can be performed are “leaderless group discussion, management games, individual presentations, objective tests, and interviews” (Dessler, G. 2015)

Reference:

Dessler, G. (2015). Human resource management (14th ed.). Upper Saddle River, NJ: Pearson Education.

**What is workforce planning? Explain the basic tools for projecting personnel needs (labor demand). (200 word minimum APA format)**

Firstly, workforce planning is the “process of deciding what positions the firm will have to fill, and how to fill them” (Dessler, G. 2015). Using this process begins normally by forecasting personnel needs, such as using some of the following:

Trend Analysis: means studying variations in the firms employment levels over the last few years

Ratio Analysis: a much more simple approach, meaning making forecasts based on the historical ratio between (1) some causal factor (like sales volume) and (2) the number of employees required (such as number of salespeople).

The Scatter Plot: shows graphically how two variables such as sales and your firms staffing levels are related. If they are, then if you can forecast the business activity (like sales), you should also be able to estimate your personnel needs.

Markov Analysis: the use of employers using mathematical process known as

Markov analysis (or transition analysis) to forecast availability of internal job candidates. Markov analysis involves creating a matrix that shows the probabilities that employees in the chain of feeder positions for a key job (such as from junior engineer, to engineer, to senior engineer, to engineering supervisor, to director of engineering) will move from position to position and therefore be available to fill the key position (Dessler, G. 2015).

The simple process of forecasting personnel needs is to forecast profits originally. After that estimate the extent of needed employees to support this. On the other hand, managers must also contemplate other, strategic factors. Which include “projected turnover, decisions to upgrade (or downgrade) products or services, productivity changes, and financial resources” (Dessler, G. 2015).Yet on the other side of the calculation is forecasting the supply of inside candidates. On this side employers use “manual” systems and replacement charts. Forecasting the supply of outside candidates is important, particularly when entering periods of economic expansion where unemployment is low and good candidates are more difficult to come by (Dessler, G. 2015).

Reference:

Dessler, G. (2015). Human resource management (14th ed.). Upper Saddle River, NJ: Pearson Education.