

**SHREE H.N.SHUKLA COLLEGE OF MANAGEMENT STUDIES, RAJKOT
AFFILIATED TO GUJARAT TECHNOLOGICAL UNIVERSITY**



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MBA SEMESTER 2

Human Resource Management- 4529204

MODULE 2

Job Analysis, Job Design and Job Evaluation:

□ Job Analysis - Features, Process and Methods of Job Analysis, Job Description, Job Specification

Job Analysis

Job analysis refers to a systematic process of collecting all information about a specific job, including skill requirements, roles, responsibilities and processes in order to create a valid job description. Job analysis also gives an overview of the physical, emotional & related human qualities required to execute the job successfully.

Job analysis is an important step in ensuring that the right candidate is selected. Job analysis helps the employer in recruitment and selection, performance management, choosing compensation and benefits, etc. It helps the employees to have a clear picture of what is actually required of them.

Features of Job Analysis

From the definitions in the preceding section, we can list out the features of job analysis as follows:

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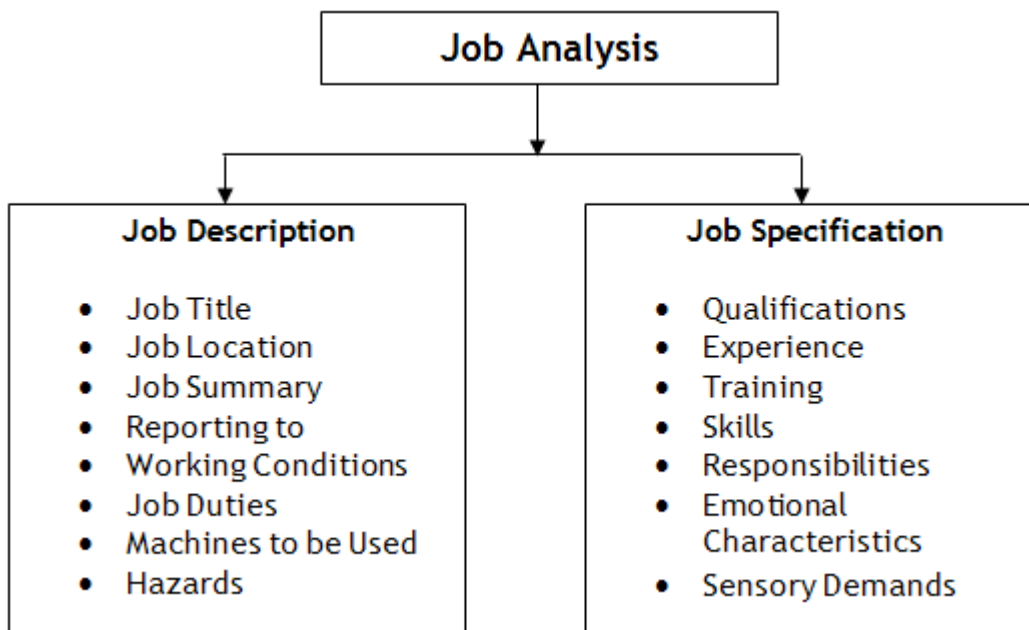
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1. Job analysis is a process of gathering relevant information about various aspects of a job and identifying tasks required to be performed as part of it.
2. It approaches systematically defining the role, context, conditions, human behavior, performance standards, and responsibilities of a job.
3. It helps in establishing the job's worth to an organization. In other words, it measures the value and contribution of a job to the growth of the organization.
4. It establishes job-relatedness, which is crucial for HR decisions involving recruitment, selection, compensations, training, health, and safety.

Purposes of Job Analysis

The data collected from the job analysis can be used for a variety of purposes.



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These are:

1. Job description.
2. Job specification.
3. Job evaluation.

Job Description

Job descriptions describe the duties, responsibilities, working conditions, and activities of a particular job. Job descriptions vary in terms of the level of detail provided.

However, several components are present in virtually every job description—for example, the job title, type of summary, and worker requirements.

One valuable source for locating standardized job descriptions is the Dictionary of Occupational Titles (DOT), published by the US Department of labor, providing more than 12,000 occupations. Managers can adapt the standardized job descriptions from the DOT to the specific jobs within their firm.

Job Specification

Job specifications detail the knowledge, skills, and abilities relevant to a job, including the education, experience, specialized training, personal traits, and manual dexterity required. The job specification is important for several reasons.

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First, certain jobs have the qualifications required by law.

For example, airline pilots, attorneys, and medical doctors all need to be licensed. Another type of job specification is based on professional tradition.

For example, university professors must usually hold a Ph.D. or equivalent degree if they will be in a tenure track position.

Finally, job specifications might involve establishing certain standards or criteria that are deemed necessary for successful performance.

Job Evaluation

The information gathered during a job analysis can be used as input for the organization's job evaluation system. **The job evaluation determines the worth of a particular job to the organization.**

This information is primarily used to determine the pay for the job. Thus, employees should be paid more for working on more difficult jobs.

Components of Job Analysis

A job can be broken into several components and arranged into a hierarchy of work activities. This hierarchy is depicted in the following figure;

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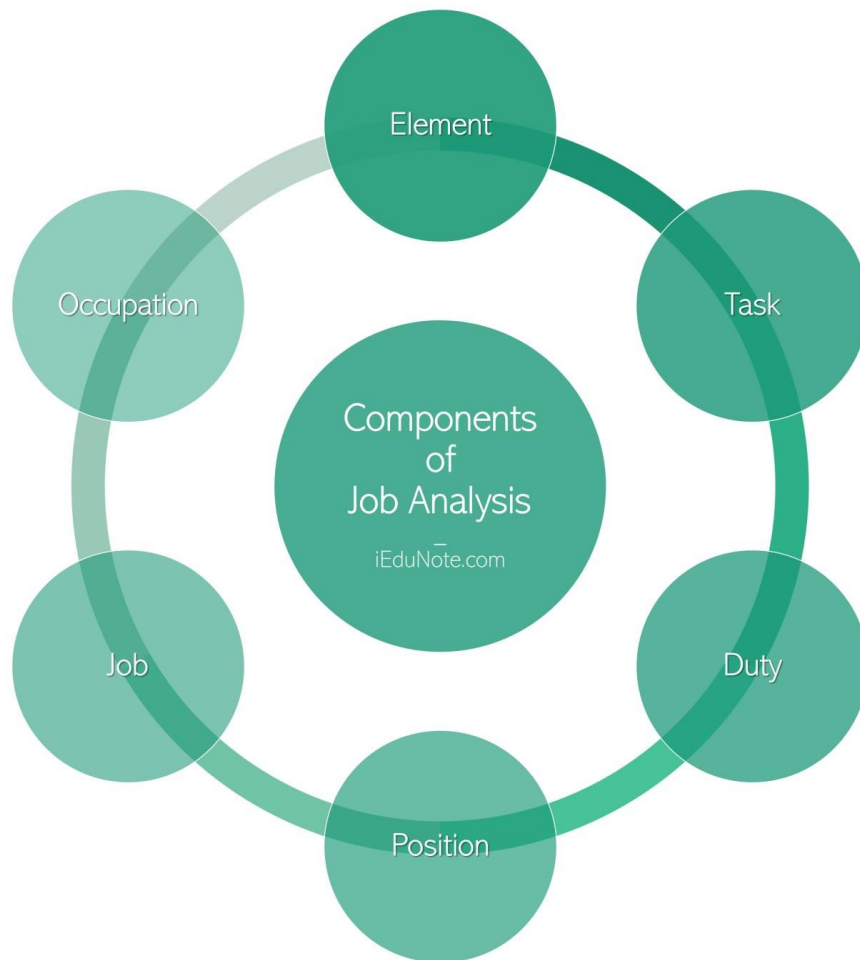
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- Element
- Task.
- Duty.
- Position.
- Job.

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- Occupation.
- Job Family.

Element

The smallest practical unit into which any work activity can be subdivided.

Task

An identifiable unit of work activity produced through the application of a Composite of methods, procedures, and techniques.

Duty

An individual performs several distinct tasks to complete a work activity for which he or she is responsible.

Position

The combination of all the duties required of one person performed a job.

Job

A group of positions that are the same enough or their job elements tasks and others to be covered by the same job analysis.

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Occupation

Jobs combined across organizations based upon the skills, exhaustion, and responsibilities required by the jobs.

Job Family

A category in which similar cocoons are grouped.

Steps in Job Analysis Process

There are six steps in doing a job analysis process. Let's look at each of them. The steps are shown in the following figure:

1. Decide how we will use the information.
2. Review relevant background information.
3. Select representative positions.
4. Analyze the job.
5. Verify the job analysis information.
6. Develop a job description and job specification.

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Step 1: Decide how we will use the information.

Decide how we will use the information since this will determine the data we collect and how we collect them. Some data collection techniques – like interviewing the employee and asking what the job entails – are good for writing job descriptions and selecting an employee for the job.

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Other techniques, like the position analysis questionnaire, do not provide qualitative information for a job description.

Instead, they provide numerical ratings for each job: these can be used to compare jobs for compensation purposes.

Step 2: Review relevant background information

Review relevant background information, such as organization charts, process charts, and job descriptions. Organization charts show the organization-wide division of work, with titles of each position and interconnecting lines that show that reports to and communicates with whom.

A process chart provides a more detailed picture of the workflow. A process chart shows the flow of inputs to and outputs from the job we analyze in its simplest form.

Finally, the existing job description usually provides a starting point for building the revised job description.

Step 3: Select representative positions

Select representative positions. There may be too many similar jobs to analyze them all. For example, it is usually unnecessary to analyze the jobs of 200 assembly workers when a sample of 10 jobs will do.

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Step 4: Analyze the job

Analyze the job by collecting data on job activities, required employee behaviors, working conditions, and human traits and abilities needed to perform the job. For this step, use one or more of the job analysis methods.

Step 5: Verify the job analysis information.

Verify the job analysis information with the worker performing the job and with his immediate supervisor. This will help confirm that the information is factually correct and complete.

This review can also help gain the employee's acceptance of the job analysis data and conclusions by giving that person a chance to review and modify our description of the job activities.

Step 6: Develop a job description and job specification

Develop a job description and job specification. The job description is a written statement that describes the activities and responsibilities of the job and its important features, such as working conditions and safety hazards.



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Job specification summarizes the personal qualities, traits, skills, and background required for getting the job done. It may be in a separate document or the same document as the job description.

Job Analysis Methods

An organization uses different methods to collect information and conduct job analysis.

These methods are;

1. Observation method.
2. Job performance.
3. Work sampling.
4. Individual interview.
5. Structured questionnaire.
6. Critical incident method.
7. Diary method.

Observation method

In this method, the observer observes a worker or a group of workers doing a job. He makes a list of all the duties performed by the worker and the qualities required to perform those duties.

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It is a direct method. Direct exposure to jobs can provide a richer and deeper understanding of job requirements than works' descriptions of what they do.

If the work in question is primarily mental, observations alone may reveal little useful information.

Job performance

With this approach, an analyst does the job understudy to get firsthand exposure to what it demands.

With this method, there is exposure to actual job tasks and the physical, environmental, and social demands of the jobs. It is suitable for jobs that can be learned in a relatively short period.

Its main limitation is that when the employee's work is being observed, the employee becomes conscious. This method is inappropriate for jobs that require extensive training or are hazardous to perform.

Work sampling

Under this method, a manager can determine the content and pace of a typical workday through a statistical sampling of certain actions rather than through continuous observation and timing of all actions.

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Individual interview

Here a manager or job analyst visit each job site and talks with employees performing each job. A standardized interview form is used most often to record the information.

Frequently, both the employee and the employee's supervisor must be interviewed to obtain a complete understanding of the job. In some cases, a group of experts conducts the interview. They ask questions about the job, skill levels, and difficulty levels.

They ask questions and collect information, and based on this information, and job analysis is prepared.

This method can provide information about standard and non-standard activities and physical and mental work.

Structured questionnaire

A survey instrument is developed and given to employees and managers to complete.

The main advantage of this method is that information on many jobs can be collected inexpensively in a relatively short time. This method is usually cheaper and quicker to administer than other methods.

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Questionnaires can be completed off the job, thus avoiding lost productive time. Its main limitation is that it is time-consuming and expensive to develop. The rapport between analyst and respondent is impossible unless the analyst is present to explain and clarify misunderstandings.

Such an impersonal approach may have adverse effects on respondent cooperation and motivation.

Critical incident method

In this method, the employee is asked to write one or more critical incident that has taken place on the job. The incident will explain the problem, how it is handled, qualities required and difficulty levels, etc. The critical incident method gives an idea about the job and its importance.

A critical means important, and incident means anything which takes place on the job. This method focuses directly on what people do in their jobs, and thus, it provides insight into job dynamics.

But this method takes much time to gather, abstract, and categorize the incidents. It may be difficult to develop a profile of average job behavior as this method describes particularly effective or ineffective behavior.

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Diary method

Under this method, companies can ask employees to maintain log records or daily diaries, and job analysis can be done based on information collected from the record.

A log record is a book in which employee records /writes all the activities performed by him on the job.

The records are extensive and exhausted in nature and provide a fair idea about the duties and responsibilities in any job. In this method, the worker does the work himself, and the idea of the skill required, the difficulty level of the job, and the efforts required can be known easily.

Job Description

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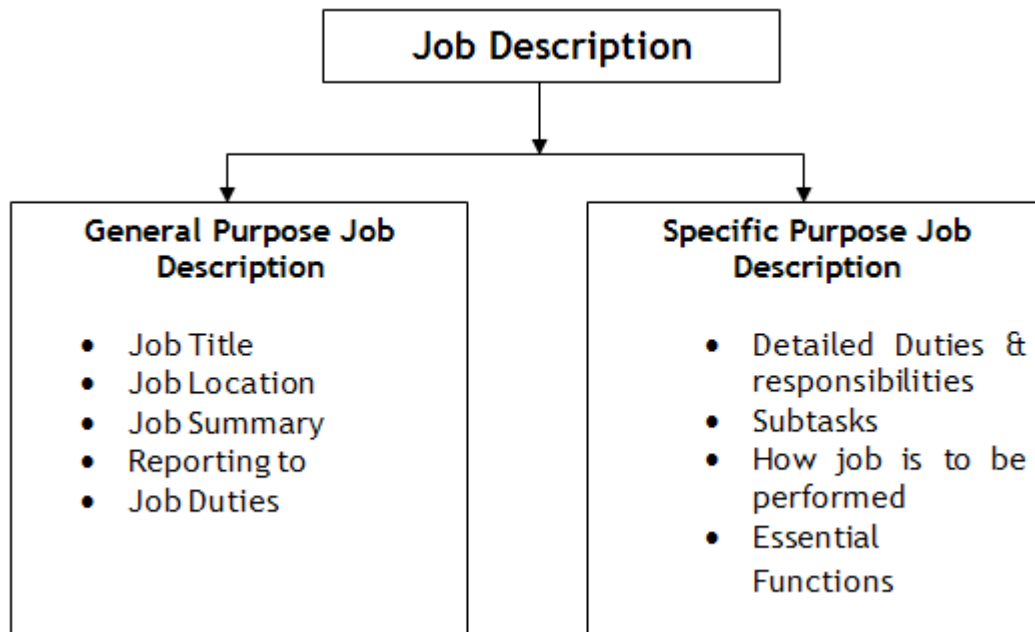
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Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Purpose of Job Description

- The main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job.

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- It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening.
- It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job.
- It also clarifies who will report to whom.

Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands. It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

Purpose of Job Specification

- Described on the basis of job description, job specification helps candidates analyze whether are eligible to apply for a particular job vacancy or not.
- It helps recruiting team of an organization understand what level of qualifications, qualities and set of characteristics should be present in a candidate to make him or her eligible for the job opening.

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- Job Specification gives detailed information about any job including job responsibilities, desired technical and physical skills, conversational ability and much more.
- It helps in selecting the most appropriate candidate for a particular job.

Job description and job specification are two integral parts of job analysis. They define a job fully and guide both employer and employee on how to go about the whole process of recruitment and selection. Both data sets are extremely relevant for creating a right fit between job and talent, evaluate performance and analyze training needs and measuring the worth of a particular job.

□ Job Design - Meaning and Components of Job Design

Job design is the logical sequence of the process of job analysis and involves conscious efforts to organize tasks, duties and responsibilities into a unit of work so as to business objectives.

Job design is the logical sequence to job analysis. It involves conscious efforts to organize tasks, duties and responsibilities into a unit of work so as to achieve organizational objectives. It deals with the allocation and arrangement or organizational work activities and tasks into sets where a singular set of activities constitutes a “job” and which is subsequently performed by a job incumbent.

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Technically speaking job design attempts to integrate work content like those of tasks, functions, relationships with that of the skill requirements applicable for each job that meets the needs of the employees and also the organization as a whole.

Job design is about the way that tasks are combined to form complete jobs in the workplace, whilst job redesign has its focus on how existing jobs are changed- for example, by redesigning jobs management may able to increase motivation around, say, the introduction of self-managed work teams.

Davis (1966) has defined job design as “the specification of the content, methods and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder”.

The main goal of designing a job are as follows:

- i. Facilitating the interest of employees towards the job and enhancing their satisfaction
- ii. Increasing employee motivation and productivity
- iii. Enhancing employees’ skills by identifying their training needs
- iv. Covering the modern needs of employee participation
- v. Ensuring safer working environment
- vi. Making the communication process clear and effective in the organization
- vii. Improving the quality of working life of employees
- viii. Eliminating the unnecessary levels of supervision, checking, and control
- ix. Establishing high-level standards for customer service

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x. Minimizing cost by reducing wastage.

3 Important Methods: Job Rotation, Job Enlargement and Job Enrichment (With Advantages and Disadvantages)

There are various methods in which job design can be carried out. These methods help to analyse the job, to design the contents of and to decide how the job must be carried out.

Method # 1. Job Rotation:

Job rotation involves shifting a person from one job to another, so that he is able to understand and learn what each job involves. The company tracks his performance on every job and decides whether he can perform the job in an ideal manner. Based on this he is finally given a particular posting.

Job rotation is done to decide the final posting for the employee, e.g., Mr. A is assigned to the marketing department whole he learns all the jobs to be performed for marketing at his level in the organization. After this, he is shifted to the sales department and to the finance department and so on.

He is finally placed in the department in which he shows the best performance. Job rotation gives an idea about the jobs to be performed at every level. Once a person is able to understand this he is in a better understanding of the working of organization.

Advantages of Job Rotation:

(a) Avoid Monopoly:

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Job rotation helps to avoid monopoly of job and enable the employee to learn new things and therefore enjoy his job.

(b) Provides an Opportunity to Broaden One’s Knowledge:

Due to job rotation the person is able to learn different job in the organization this broadens his knowledge.

(c) Avoiding Fraudulent Practice:

In an organization like bank jobs rotation is undertaken to prevent employees from doing any kind of fraud i.e., if a person is handling a particular job for a very long time he will be able to find loopholes in the system and use them for his benefit and indulge (participate) in fraudulent practices job rotation avoids this.

Disadvantages of Job Rotation:

(a) Frequent Interruption:

Job rotation results in frequent interruption of work. A person who is doing a particular job and gets it comfortable suddenly finds himself shifted to another job or department. This interrupts the work in both the departments.

(b) Reduces Uniformity in Quality:

Quality of work done by a trained worker is different from that of a new worker. When a new worker “I” shifted or rotated in the department, he takes time to learn the new job, makes mistakes, in the process and affects the quality of the job.

(c) Misunderstanding with the Union Member:

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Sometimes job rotation may lead to misunderstanding with member of the union. The union might think that employees are being harassed and more work is being taken from them. In reality this is not the case.

Method # 2. Job Enlargement:

Job enlargement is another method of job design when any organization wishes to adopt proper job design it can opt for job enlargement. Job enlargement involves combining various activities at the same level in the organization and adding them to the existing job. It increases the scope of the job.

It is also called the horizontal expansion of job activities. Job enlargement can be explained with the help of the following example. If Mr. A is working as an executive with a company and is currently performing three activities on his job after job enlargement or through job enlargement we add four more activities to the existing job so now Mr. A performs seven activities on the job.

It must be noted that the new activities which have been added should belong to the same hierarchy level in the organization. By job enlargement we provide a greater variety of activities to the individual so that we are in a position to increase the interest of the job and make maximum use of employee's skill. Job enlargement is also essential when policies like VRS are implemented in the company.

Advantages of Job Enlargement:

(a) Variety of Skills:

Job enlargement helps the organization to improve and increase the skills of the employee due to organization as well as the individual benefit.



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(b) Improve Earning Capacity:

Due to job enlargement the person learns many new activities. When such people apply for jobs to other companies they can bargain for more salary.

(c) Wide Range of Activities:

Job enlargement provides wide range of activities for employees. Since a single employee handles multiple activities the company can try and reduce the number of employees. This reduces the salary bill for the company.

Disadvantages of Job Enlargement:

(a) Increases Work Burden:

Job enlargement increases the work of the employee and not every company provides incentives and extra salary for extra work. Therefore the efforts of the individual may remain unrecognized.

(b) Increasing Frustration of the Employee:

In many cases employees end up being frustrated because increased activities do not result in increased salaries.

(c) Problem with Union Members:

Many union members may misunderstand job enlargement as exploitation of worker and may take objection to it.

Method # 3. Job Enrichment:

Job enrichment is a term given by Fredrick Herzberg. According to him, a few motivators are added to a job to make it more rewarding, challenging and interesting.

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According to Herzberg, the motivating factors to an existing job to make it more interesting.

The motivating factors can be:

- (a) Giving more freedom.
- (b) Encouraging participation.
- (c) Giving employees the freedom to select the method of working.
- (d) Allowing employees to select the place at which they would like to work.
- (e) Allowing workers to select the tools that they require on the job.
- (f) Allowing workers to decide the layout of plant or office.

Job enrichment gives lot of freedom to the employee but at the same time increases the responsibility. Some workers are power and responsibility hungry. Job enrichment satisfies the needs of employees.

Advantages of Job Enrichment:

(a) Interesting and Challenging Job:

When a certain amount of power is given to the employees it makes the job more challenging for them, we can say that job enrichment is a method of employee empowerment.

(b) Improves Decision-Making:

Through job enrichment we can improve the decision-making ability of the employee by asking him to decide on factory layout, method and style of working.

(c) Identifies Future Managerial Calibre:

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When we provide decision-making opportunities to employees, we can identify which employee is better than other in decision-making and mark employees for further promotion.

(d) Identifies Higher Order Needs of Employees:

This model identifies higher order needs of the employee. Abraham Maslow's theory of motivation speaks of these higher order needs, e.g., ego and esteemed needs, self-actualization etc. These needs can be achieved through job enrichment.

(e) Reduces Work Load of Superiors:

Job enrichment reduces the work load of senior staff. When decisions are taken by juniors the seniors work load is reduced.

Disadvantages of Job Enrichment:

(a) Job enrichment is based on the assumptions that workers have complete knowledge to take decisions and they have the right attitude. In reality this might not be the case due to which there can be problems in working.

(b) Job enrichment has negative implications i.e., along with usual work decision-making work is also given to the employees and not many may be comfortable with this.

(c) Superiors may feel that power is being taken away from them and given to the junior's. This might lead to ego problems.

(d) This method will only work in certain situations. Some jobs already give a lot of freedom and responsibility; this method will not work for such jobs.

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(e) Some people are internally dissatisfied with the organization. For such people no amount of job enrichment can solve the problem.

Job design principles help in tackling and managing the following issues:

- i. Work overload;
- ii. Work underload;
- iii. Repetitiveness leading to drudgery and adverse effect on productivity;
- iv. Work and people isolation;
- v. Multiple shifts;
- vi. Managing pending filling-up of vacancies;
- vii. Excessive working hours; and
- viii. Lack of understanding of the whole job process.

□ Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation

Wendell French defines Job evaluation as “a process of determining the relative worth of the various jobs within the organisation so that differential wages may be paid to jobs of different worth”.

Kimball and Kimball define job evaluation “as an effort to determine the relative value of every job in a plant to determine what the fair basic wage for such a job should be.”

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Job evaluation is defined as the systematic process of assessing the value of each job in relation to other jobs in an organisation. It is intended to provide a rational, orderly hierarchy of jobs based on their worth to the company by analysing the difficulty of the work performed and the importance of the work to the organisation. The factors used to assess a job's worth are identified, defined, and weighted in the company's job evaluation plan.

The main characteristics of job evaluation may be summed up as:

1. It is a method with a systematic approach.
2. It is an analysis of the work involved in its starting point.
3. It is an attempt to determine the requirements of the work involved for any incumbent.
4. It is a process by which jobs in an organisation are appraised.
5. It is a process of analysing and describing positions, grouping them, and determining their relative value by comparing the duties of different positions in terms of their different responsibilities and other requirements.
6. It is a system to deal exclusively with assessment of the job and not concerned with employees assigned to the job.
7. It is designed only to establish wage differentials and is not concerned with the absolute wage level.

Job Evaluation – 7 Main Objectives

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As organization constantly evolves and new organizations emerge there will be challenges to existing principles of job evaluation. Whether existing job evaluation techniques and accompanying schemes remain relevant in a faster moving and constantly changing world, where new jobs and roles are invented on a regular basis, remains to be seen.

The formal points systems, used by so many organizations are often already seen to be inflexible. Sticking rigidly to an existing scheme may impose barriers to change. Constantly, updating and writing new jobs together with the time that has to be spent administering the job evaluation schemes may become too cumbersome and time consuming for the benefits that are derived.

The objectives of job evaluation are enumerated below:

1. To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant.
2. To provide a standard procedure for determining the relative worth or value of each job in a plant.
3. To determine a rate of pay for each job which is fair and equitable with relation to other jobs in the plant, community and industry.
4. To ensure that like wages are paid to all qualified employees on like work.
5. To promote fair and accurate consideration of all employees for advancement and transfer.
6. To provide a factual basis for the consideration of wage rates for similar jobs both within the community and within the industry.



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7. To provide information for the work organisation, employee's selection and training and numerous other important purposes.

Job Evaluation-Significance

Job evaluation is a valuable tool that helps in achieving wage rate consistency as well as developing good industrial relations.

The significance of job evaluation can be determined through the following points:

- i. Taking account of all the factors that are useful in determining wages and salaries
- ii. Maintaining harmony between the union and the management
- iii. Standardizing the wage determination process
- iv. Compensating the employees as per the requirements of the job to avoid biasness and promote equality in payment of wages
- v. Minimizing the cost of recruitment.

Job Evaluation – Methods: Non-Quantitative and Quantitative Methods (With Examples)

1. Non-quantitative or summary system that utilise non-quantitative methods of listing the jobs-
 - (a) Ranking System
 - (b) Grading or Job Classification System

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2. Analytical or Quantitative System that use quantitative techniques in listing the jobs-

(a) The Points System

(b) The Factor Comparison System

Method # 1. Ranking System:

Under this system, all the jobs are arranged or ranked in the order of their importance from the lowest to the highest or in the reverse order. The jobs can be rated within the department or a cluster of jobs from different departments can be considered for rating. Job description may be used for ranking different jobs.

Example:

Ranking of teaching job in a college (in the ascending order) like Lecturer, Assistant Professor, Associate Professor, Professor, Senior Professor and Head of the department or ranking of all the jobs which includes both teaching and administrative staff (peons, clerk, head clerk, assistant registrar, registrar and teaching staff) in the college.

The rating is done by a committee of raters and about 10-20 key jobs are rated and other jobs are compared with the key jobs. The ranked jobs are classified into say 8-12 groups. All the jobs under a particular group may receive the same salary or salary range. Example – The Registrar and the Associate Professor may receive the same salary or come under same salary range.

Advantages of Ranking System:

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The system is simple, easy to understand and easy to explain to the employees. It require less time, less work and is less expensive.

Disadvantages:

There is no defined criteria for rating the jobs and the rating is based on judgement of the raters. The rating may be influenced by bias/favouritism. The systems only ranks the jobs and does not indicate the exact differences between one job and the other.

Method # 2. Job Classification or Grading:

A number of predetermined grades or classifications are determined by a committee of raters. The jobs are assigned to the grade or class. After detailed job analysis, jobs are grouped into various classes or grades which indicate different pay levels. For each grade/class, there is detailed description so that the employees assigned to particular grade or class. Grade description is based on several factors such as education, independent working, knowledge, skills, attitude, leadership qualities, decision making ability etc.

Example:

If there are five hundred employee holding different jobs, the jobs can be grouped into six to eight classes or grades, i.e., grade 1 to 6/8 arranged from high to low, together with grade descriptions. Jobs at low level (Grade 8) involve routine and repetitive work, works under close supervision.



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Grading system is advancement over ranking system and it is also based on judgement of the raters. It is rather difficult to write grade descriptions as the number of jobs increases. This system is used in Government and less in the industry.

Method # 3. The Points System:

The Points System is one of the widely used job evaluation plan. The points system involves identifying a number of job factors and sub-factors and then determining the degree to which these factors are present in the job. Points are assigned for each degree of each factor. The number of points for each factor is added to obtain overall points. The sum of these points gives an index of the relative importance of the jobs that are rated. Money values are assigned to each of the jobs, based on the total value of each job.

Example:

Hay Profile Method developed by Edward N Hay is one of the well-known job evaluation methods. The Hay method makes use of three key factors i.e. Know-how, Problem solving ability and Accountability for evaluation of job position.

Advantages of Points System:

- (a) It is more systematic and objective than other systems.
- (b) It provides numerical basis for job classification and wage differentials.
- (c) Bias/favouritism minimised.
- (d) A large number of jobs can be evaluated and the jobs can be placed in distinct categories.

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(e) Once the factors, sub factors and points are developed, they can be used for a long time.

(f) Acceptance is better than other systems.

Limitations:

(a) It is time-consuming and expensive process.

(b) Employees find it difficult to understand the working of this method.

Table 6.1: Job Evaluation Plan for Factory Workers – Example

Job Factors	No of Points	Percentage
Skill		
(a) Education	40	
(b) Experience	30	55
(c) Initiative	40	
	110	
Effort		
(a) Physical demand	10	
(b) Mental visual demand	10	10
	20	
Responsibility		
(a) For equipment/process	10	
(b) Material/product	10	
(c) Safety of others	20	25
(d) Work of others	10	
	50	
Job Conditions		
(a) Working conditions	10	
(b) Hazards	10	10
	20	
Total	200	

Note:

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Skill – Job factor, Education- Sub-job factor and the points are assigned as shown below-

College education- 40 points, High School- 32, Middle School- 24, Primary School- 16 and Read and Write- 8

Method # 4. The Factor Comparison Method:

Here, the analyst or committee selects some key jobs for which job descriptions and wage rates are agreed upon and are acceptable to the workers and management. Each job is ranked several times, once for each of the job factors selected.

Example- Each job is ranked for skill requirement, and then ranked for responsibility and so on. Then these rating are combined for each job to obtain overall numerical rating for each.

Process of Job Evaluation:

It is a systematic process of evaluating the worth of a job in relation to other jobs in the organisation. HR has to take initiative in developing and implementing an appropriate job evaluation programme in consultation with senior managers in the organisation.

The following factors have to be considered for successful introduction of the system:

- a. The management has to explain the objectives and advantages of the job evaluation programme and seek the acceptance of employees and the trade union.
- b. A committee comprising of HR manager and senior managers are to be formed and they should receive adequate training well in advance.

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- c. Selection of the most appropriate job evaluation system.
- d. The committee has to decide about the different jobs to be evaluated.
- e. Written job analysis document will provide adequate information about each job and each job has to be thoroughly studied.
- f. Grading/classifying the jobs based on relative worth of each job.
- g. Explain to the employees the outcome of the job evaluation programme and clarify doubts if any.
- h. Make changes, if required, based on the feedback.
- i. Prepare a document giving the details of the job evaluation process and the worth of each job in the organisation for the purpose of salary fixation, recruitment, selection and promotion.
- j. Periodical review to keep it updated.

Training and Management Development:

- Training – Meaning, Process and Methods

Training is the act of increasing the knowledge and skills of an employee for performing the job assigned to him. Different scholars of management have defined training. Some important definitions of training are as under.

According to Garry Dessler, “Training is the process of teaching new employees the basic skills they need to perform their jobs.”

According to Jack Halloran, “Training is the process of transmitting and receiving information related to problem-solving.”

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Edwin B. Flippo Said, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.”

In the words of Dale S. Beach, “Training is the organized procedure by which people learn knowledge and improve skill for a definite purpose.”

In simple words, providing the employee’s ability to perform a specific job is called training. Thus, the art, knowledge, and skill to accomplish a specific job in a specific way are called training. In simple words, providing the employee’s ability to perform a specific job is called training.

Thus, the art, knowledge, and skill to accomplish a specific job in a specific way are called training. At all levels of the organization, training and development programs are needed to make qualitative improvements in the employees’ work.

Objectives of Training program

The chief aim of formal education for the manager is to increase his ability to learn from experience. The second aim is to increase his ability to help his subordinates to learn from experience.

According to McGregor, there are three different purposes for training.

1. Acquiring Intellectual Knowledge.
2. Acquiring Manual Skills.
3. Acquiring Problem Solving Skills.

Steps in Training Process/Phases of Training

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Steps in Training Process



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Step 1: Decide If Training is Needed

To compete effectively, firms must keep their employees well trained. The first step in the training process is a basic one, to determine whether a problem can be solved by training.

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The first step in the training process is to determine Training needs. The overall purpose of the assessment phase is to determine if training is needed and, if so, to provide the information required to design the training program.

Training is conducted for one or more of these reasons:

- required legally or by order or regulation,
- to improve job skills or move into a different position,
- for an organization to remain competitive and profitable.

If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This may not always be the case. Ideally, training should be provided before problems or accidents occur and should be maintained as part of quality control.

The assessment consists of three levels of analysis: organizational, task, and person.

1. **Organizational Analysis:** It examines the kinds of problems that an organization is experiencing and where they are located within an organization.
2. **Task/Operational Analysis:** An operational analysis identifies the kinds of skills and behaviors required of the incumbents for a given job and the standards of performance that must be met.
3. **Personnel Analysis:** The objective of the personnel analysis is to examine how well individual employees are performing their jobs.

Training should be given to those who need it. Assigning all employees to a training program, regardless of their skill levels, is a waste of organizational resources and creates an unpleasant situation for employees who do not need training. The training objectives must be clarified, related to the areas identified in the task analysis, and should be challenging, precise, achievable, and understood by all.

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Step 2: Determine What Type of Training is Needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs. Just ask them!

Also, regulatory considerations may require certain training in certain industries and/or job classifications.

Once the kind of training needed has been determined, it is equally important to determine what kind of training is not needed.

Training should focus on those steps on which improved performance is needed. This avoids unnecessary time lost and focuses the training to meet the needs of the employees.

Step 3: Identifying Goals and Objectives

Once the employees' training needs have been identified, employers can then prepare for the training.

Clearly stated training objectives would help employers communicate what they want their employees to do better or stop doing!

Learning objectives do not necessarily have to be written, but they should be clear and thought out before the training begins for the training to be as successful as possible.

Step 4: Implementing Training

Professionals should conduct training with knowledge and expertise in the given subject area.

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Nothing is worse than being in a classroom with an instructor who does not know what they are supposed to be teaching! Use in-house, experienced talent, or an outside professional best option.

The training should be presented so that its organization and meaning are clear to employees. An effective training program allows employees to participate in the training process and practice their skills and/or knowledge.

Employees should be encouraged to become involved in the training process by participating in discussions, asking questions, contributing their knowledge and expertise, learning through hands-on experiences, and even though role-playing exercises.

Actually, for making the training program effective, the targeted group of employees and the use of methods such as On-the-job or Off-the-job training should select first. The capacity and knowledge of trainers and their acceptance by the participants are of secondary importance.

1. **On the job:** Training is administered at the actual work site using the actual work equipment
2. **Off the job:** Training is administered away from the actual work site. It may be any prominent hall room or auditorium, but the required training environment equipment and materials should be available or arranged.

The training program that results from the assessment should directly respond to an organizational problem or need. Approaches vary by location, presentation, and type.

Step 5: Evaluation of the Training Program

One way to make sure that the training program is accomplishing its goals is by evaluating the training by both the trainees and the instructors Training should have,

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as one of its critical components, a method of measuring the effectiveness of the training.

Evaluation of training program will help employer or supervisors to determine the amount of learning achieved and whether or not an employee's performance has improved on the job as a result.

Assess the program's success or failures. The credibility of training is greatly enhanced when it can be shown that the organization has benefited tangibly from such programs.

Organizations have taken several approaches in attempting to determine the worth of specific programs.

In this phase, the effectiveness of the training is assessed.

Effectiveness can be measured in monetary or non-monetary terms. It is important that the training is assessed on how well it addresses the needs it was designed to address.

- **Participants Opinions:** Evaluating a training program by asking the participants' opinions is an inexpensive approach that provides immediate response and suggestions for improvements. The basic problem with this type of evaluation is that it is based on opinion rather than fact. In reality, the trainee may have learned nothing but perceived that learning experiences have occurred.
- **The extent of Learning:** Some organizations administer tests to determine what the participants in the training program have learned. The pretest, posttest, control group design is one evaluation procedure that may be used.
- **Behavioral Change:** Tests may accurately indicate what has been learned, but they give little insight into desired behavioral changes.
- **The accomplishment of Training Objectives:** Still another approach to evaluating training programs involves determining the extent to which stated objectives have been achieved.

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- **Benchmarking:** Benchmarking utilizes exemplary practices of other organizations to **evaluate and improve training programs**. It is estimated that up to 70 percent of American and recently European and Indian firms engage in benchmarking.
- **A Case for Simplicity:** Value is the measure of impact and positive change elicited by the training.

Advantages of Training Program

Training brings about benefits/ advantages both to the organization and employees. Let us have a look at these:

Advantages to the Organization

Goldstein and Gilliam also outlined six reasons why companies believe that investments in training can help them gain a competitive advantage.

1. **Increased efficiency of employees:** An effective training program can make the employees of the company work effectively. With training, people gain confidence, and this confidence is seen in the output and results.
2. **Reduced supervision:** An employee needs to be supervised when he works. When the employee has sufficient training, the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.
3. **Less wastage:** The amount of wastage by an employee reduces a lot due to training, and therefore, if we take account of the amount of wastage, we find that the company has saved a lot of money.
4. **Reduced turnover:** Proper training improves the chances of obtaining promotions, and employees are happy because they have better opportunities. This will be **lowering employee turnover intention** and hence labor turnover in the company.
5. **Helps in better functioning of the organization:** Training always benefits employees, whether old or new. In the case of new employees, training helps them a lot. This is because new employees may not be aware of the organization's

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functioning, and training helps them gain knowledge and insight into the working of the company.

6. **Better labor-management relations:** Labor-management relations are essential for any organization. When companies introduce training programs and prepare employees for future jobs and promotions, they send out a message to the unions interested in employee welfare. Due to this, the unions also adopt a positive attitude, and **labor-management relations improve**.

Advantages to the Employee

Contributing to the debate on the general benefits of employee training and development, McNamara (2008) stated numerous benefits.

A training program has the following advantages. Advantages to the Organization are:

1. **Self-confidence:** Training leads to an increase in employee self-confidence. The person can adjust to his work environment and doesn't feel humiliated in front of his seniors. This confidence leads to chances of better efforts in the future of the employees.
2. **Increased motivation levels:** Training brings a positive attitude among employees and increases the employees' motivation levels in the organization, thereby improving the organization's results.
3. **High rewards:** An effective training program helps an employee benefit from the reward systems and incentives available in the company. Thus the employee can get these rewards, which in turn increases his motivation levels.
4. **Group efforts:** An effective training program teaches an employee how to do his work and trains him to work as a part of the group. Thus training program improves group efforts.
5. **Promotion:** Effective training programs increase performance and increase the chances of obtaining promotions. Many employees even opt for a certain program to help the employee improve his chances of promotions and obtain higher positions in the organization.

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□ **Management Development – Meaning, Methods, Differences between Training and Development**

“It is a programme of training and planned personal development purporting to prepare and aid managers in their present and future jobs.” (Yoder)

“Management development is a business led process. The business determines what kind of managers it requires to accomplish its strategic goals as well as how to obtain and develop such managers. Although there is stress of self-development, the business must indicate the directions towards which self-development should occur?” (Armstrong)

In the opinion of Molander, “management development is a conscious and systematic process to control the development of managerial resources in the organisation for the achievement of goals and strategies.”

That function which forms deep understanding of business goals and organisational requirements, undertakes are –

- (i) To forecast need, skill mixes and profiles for many positions and level.
- (ii) To design and recommend the professional, career and personal development to ensure competence.
- (iii) To move from the concept of management to the concept of ‘managing’.

The process of ensuring that an organisation has the appropriate management skills and competencies to meet its developing needs. Existing skills and abilities are assessed and actual or potential shortfalls are identified with the aim of ameliorating them. Various programmes and interventions may be used for this purpose; including training, mentoring, or role-play and team- building exercises. – A Dictionary of Business and Management.

Management Development – Characteristics and Purpose

The characteristics of management development are as follows:

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Lalpari Campus, Near Lalpari Lake,

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1. It is an organised process of learning rather than a haphazard or trial and error approach.
2. It is a long term process as managerial skills cannot be developed overnight.
3. It is an ongoing exercise rather than a “one-shot” affair. It continues throughout an executive’s entire professional career because there is no end to learning.
4. Management development aims at preparing managers for better performance and helping them to realise their full potential.
5. Executive development is guided self-development. An executive can provide opportunities for development of its present and potential managers. Bill the image for learning has to come from the executive itself. Executive development is possible only when the individual has the desire to learn and practice what he learns.

The organisation can provide the environment for development or advancement but the initiative for development has to be taken by the individual himself. Unless the person has the required potential and urge, he cannot be considered fit for development. He can also be given the necessary guidance to help him face the present job’s problems or to prepare him for the higher jobs. Training is also necessary to prevent obsolescence of knowledge and skills of individuals.

Executive development programmes seek to develop the overall personality of the executives and not only the skills necessary to do the job efficiently. The job of executive is a very challenging one. So, the executive development programmes should be more concerned with conceptual and human skills of the executives. A comprehensive development programme uses various learning aids to increase the knowledge, decision making ability, skill in dealing with people and maturity of the managers.

Purpose of Management Development:

The purpose or objective of management development programmes are discussed below:

1. To sustain better performance of managers throughout their careers.
2. To improve the existing performance of managers at all levels.

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3. To encourage existing managers to increase their capacity to assume and handle greater responsibility.
4. To enable the organisation to have the availability of required number of managers with the required skills to meet the present and anticipated (future) needs of the organisation.
5. To replace elderly executives who have risen from the ranks by highly competent and academically qualified professionals.
6. To provide opportunities to the executives to fulfil their career aspirations.
7. To ensure that the managerial resources of the organisation are utilised optimally.

Differences between Training and Development

Sr.No.	TRAINING	DEVELOPMENT
01.	Training refers to an education process in which employees get a chance to develop skills, competency and learning as per the post duty requirements.	Development refers to an informative process which mainly helps in understanding about the overall growth and improvement of the skills of the employee.
02.	So simply we can say it is a process of increasing knowledge and skills of an employee.	So simply we can say it is a process of learning and growth.
03.	It is short time/term focused and for a fixed duration.	It is long time/term focused, which takes place through out the life of a person.
04.	Training is a job oriented process.	Development is a career oriented process.
05.	Trainings are performed in an aim of improving knowledge and skill that are needed to perform their existing jobs.	Developments are performed in an aim of improving knowledge and skill to face future challenges.

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06.	It helps individual to learn how to perform his/her present job satisfactory.	It prepares individuals for future job and growth in all aspects.
07.	It is a reactive process.	It is a proactive process.
08.	It is the result of initiatives, taken by management and it is a result outside motivation.	It is the result of initiatives, taken by self and it is a result of self motivation.
09.	Trainings are mainly attended by individual.	Development is mainly attended by individual.
10.	Mainly training refers to learning new things and refreshing old one.	Mainly development refers to implementing learned sessions and finding new ones.
11.	It focuses on technical skills and it has a narrow scope.	It focuses on conceptual and human ideas and it has a wider scope.
12.	Training focuses on the role.	While development focuses on the person.
13.	It revolves around present need.	It revolves around future need.

Short Question Answers

Sr. No.	Question	Answer
1	Methods of job evaluation area. Qualitative method	Quantitative method
2	The combination of peer, superior, subordinate and self-review appraisal is known as a.	360° appraisal
3	----- is a performance appraisal technique that involves agreement between employee and manager on goals to be achieved in a given period.	MBO
4	----- is a performance appraisal technique in which appraisers rate critical employee behavior.	BARS

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5	Modern method of performance appraisal are:.	Assessment centre method, Management by objectives, BARS (Behaviorally anchored rating scale)
6	Traditional method of performance appraisal includes a. Confidential reports	Paired comparison method, Free form or easy method
7	1 Relative worth of a job is known by a. Job design	Job evaluation
8	15 ----- is the systematic, periodic and impartial rating of an employee excellence in matters pertaining to his present job and his potential for a better job.	Performance appraisal
9	----- few key jobs are selected and compared in terms of common factors:	Factor comparison method
10	----- the more compensable factor a job possess the more points are assigned to it:	. Point rating method
11	----- a predetermined groups or classes are established and jobs are assigned to each classification	Grading method
12	----- arranges the job in numerical order from highest rank to lowest rank on the basis of duties and responsibilities.	Ranking method
13	Job analysis is helpful in a. HRP, recruitment and selection	Training and development, Job evaluation and performance appraisal

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14	Job Specification is a statement of a.	Min qualification required for o job
15is a factual statement of tasks & duties involved in a job.	. Job description
16	Job description is a statement containing items like a. Job title, location and duties	Machines, tools and equipment, Materials, working conditions and hazards
17	Jobs analysis results ina. Job description	Job specification, Job evaluation
18	Process of studying and collecting information about a job is known as a	Job analysis
19	Qualitative job evaluation method area. Ranking	Grading
20	Quantitative job evaluation method area.	Point rating method, Factor comparison method, Ranking method
21	Job Evaluation tries to make a systematic comparison between	Worth of a job in relation to other jobs
22	The ___ provides the essential information on which each job is evaluated.	Job description
23	A ___ is a written record of the duties, responsibilities and conditions of the job.	Job description
24	The important objectives of a job evaluation programme	Establishment of sound wage

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		differentials between jobs. Maintenance of a consistent wage policy. Installation of an effective means of wage control
25	The following is not a job evaluation method.	Assessment method
26	In which of the following methods Jobs can be arranged according to the relative difficulty in performing them.	Ranking method
27	Job Evaluation is carried on by whom?	Groups
28	The Ranking method is best suited for	Small organizations
29	Small organisation will use which method for evaluation?	Ranking method
30	Point method is suitable for	Medium size organization
31	In Factor-Comparison method, each factor is ascribed a	Money value
32	Money value can be included in which method?	Factor comparison method
33	Which is the procedures through which one determines the duties associated with positions and the characteristics of people to hire for those positions?	Job analysis
34	The information resulting from Job analysis is used for writing is what?	Job Descriptions
35	Which of the following types of information can be collected via a Job analysis?	Work activities, Human behavior and performance standards

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36	Information regarding Job demands such as lifting weights or walking long distances is included in the information about What an HR, specialist may collect during a Job analysis?	Human Behaviors
37	Information regarding how- why- and when a worker performs each activity is included in the information about what an HR, specialist may collect during a Job analysis?	Work Activities
38	Information regarding the quantity or quality levels for each Job duty is included in the information about what an HR, specialist may collect during a Job analysis?	Performance Standards
39	Information regarding Job related knowledge or skills and required personal attributes is included in the information about what an HR, specialist may collect during a Job analysis?	Human Requirements
40	How many steps in doing a Job analysis?	Six
41	Deciding how to use the resulting information is which step in doing a Job analysis?	First
42	Which is the first step in conducting a Job analysis?	deciding how to use the information
43	Reviewing relevant background information such as organization charts- process charts- and Job descriptions is which step in doing a Job analysis?	Second
44	Which is the second step in conducting a Job analysis?	reviewing relevant background information
45	Selecting representative positions to use in the Job analysis is which step in the process?	Third
46	Which is the third step in conducting a Job analysis?	selecting representative positions

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47	Collecting data on Job activities- required employee behaviors- working conditions- and human traits and abilities needed to perform the Job is which step in the Job analysis process?	Fourth
48	Which is the fourth step in conducting a Job analysis?	collecting data on job activities
49	Verifying the Job analysis information with the worker performing the job and with his or her immediate supervisor is which step in the Job?	Fifth
50	Which is the fifth step in conducting a Job analysis?	verifying the job analysis information
51	Developing a job description and job specification is which step in the job analysis process?	Sixth
52	Which is the final step in conducting a job analysis?	developing a job description and job specification
53	A (n) shows what in the flow of inputs to and outputs from the job being analyzed?	Process chart
54	Which term refers to a written statement that describes the activities and responsibilities of the Job?	Job description
55	What summarizes the personal qualities- traits- skills- and background required for getting the job done?	Job specification
56	Which of the following is included in the Job specifications?	Skills, abilities and personal qualities
57	Who is interviewed by managers collecting Job analysis data?	individual employees
58	Which of the following is not an advantage of using interviews to collect Job analysis data?	some information may be exaggerated or minimized

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59	In addition to identifying the specific duties associated with a job- a job analysis should also seek to identify what?	order of importance & frequency of occurrence
60	How much is the time it takes to complete a job?	work cycle
61	How much average cycle time is?	it depends on the specific job
62	When a worker changes what he or she would normally do because they are being watched, _____ has occurred.	reactivity
63	Which two data collection methods are frequently used together?	direct observation and interviewing
64	Jane records every activity she participates in at work along with time in a log. This approach to data collection for job analysis is based on what?	diaries
65	Which of the following is considered a qualitative approach to job analysis?	interviews
66	Which of the following is considered a quantitative approach to job analysis?	department of labor procedure
67	What form of data collection involves recording work activities in a log?	Diaries
68	What assigns a quantitative score to each job based on its decision making- skilled activity- physical activity- equipment operation- and information processing characteristics?	position analysis questionnaire
69	Which quantitative job analysis technique can be conducted online?	position analysis questionnaire
70	Most job descriptions contain sections that covers what?	job summary, standards of performance & working conditions
71	One uses information from what to write a job specification?	job description

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72	What type of information is contained in the job identification section of a job description?	job title
73	FLSA status is located in which section of a job description?	job identification
74	Who classifies all workers into one of 23 major groups of jobs?	Standard Occupational Classification
75	Under what, the individual must have the requisite skills-educational background- and experience to perform the job's essential functions?	ADA
76	Which section of a job description should define the limits of the jobholder's authority- direct supervision of other personnel- and budgetary limitations?	responsibilities and duties
77	Job duties that employees must be able to perform- with or without reasonable accommodation- are called?	essential job functions
78	The job specification takes the job description and answers the question for what?	What human traits and experience are required to do this job well
79	When filling jobs with untrained people- the job specifications may include what?	physical traits
80	Which of the following work behaviors is considered "generic" or important to all jobs?	industriousness
81	All of the following work behaviors are considered "generic" or important to all jobs except what?	experience
82	What means assigning workers additional same level activities- thus increasing the number of activities they perform?	Job enlargement
83	What means systematically moving workers from one job to another?	Job rotation

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84	What means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility- achievement-growth- and recognition?	Job enrichment
85	Who argued that the best way to motivate workers is to build opportunities for challenge and achievement into their jobs via job enrichment?	Frederick Herzberg
86	What refers to broadening the responsibilities of the company’s jobs- and encouraging employees not to limit themselves to what’s on their job descriptions?	Dejobbing
87	Dejobbing can be described as what?	encouraging employees not to limit themselves to what’s on their job descriptions
88	Job enrichment can be described as what?	redesigning jobs to increase opportunities for responsibility
89	Jack works at a Hilton hotel. Some weeks he works in catering but he also works in housekeeping- and in reservations periodically. This is an example of what?	Job rotation
90	The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in performance is called what?	Job Reengineering
91	Describing the job in terms of the measurable- observable- and behavioral competencies necessary for good job performance is called what?	Competency based job analysis
92	Competency analysis focuses on what?	how work is accomplished
93	Traditional job analysis focuses on what?	what is accomplished

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94	Job competencies are always which type?	Measurable, observable and based on goals
95	When a supervisor bases an employee's training- appraisals- and rewards on the skills and competences he or she needs to achieve his or her goals-the supervisor is using?	Performance Management