

***Human Resource Management, 15e (Dessler)***

**Chapter 4 Job Analysis and the Talent Management Process**

1) Which term refers to the holistic, integrated and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees?

- A) job analysis
- B) HR alignment
- C) strategic planning
- D) talent management

Answer: D

Explanation: D) Talent management is the holistic, integrated and results and goal-oriented process of planning, recruiting, selecting, developing, managing, and compensating employees. Talent management means getting the right people (in terms of competencies) in the right jobs, at the right time, doing their jobs correctly.

Difficulty: Easy

Chapter: 4

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 4.1 Define talent management and explain why it is important.

2) Connor, a manager at a boat manufacturing firm, takes a talent management approach to his duties. Which of the following would Connor most likely do?

- A) coordinate recruitment and compensation activities
- B) use different competencies for recruitment and development
- C) rely primarily on applicant testing results for hiring decisions
- D) manage employees based on their experience with the organization

Answer: A

Explanation: A) An effective talent management process should integrate the underlying talent management activities such as recruiting, developing, and compensating employees. The same competencies should be used for recruiting, training, and appraising. Firms should balance talent management tasks with testing and proactively manage workers by segmenting them into groups.

Difficulty: Moderate

Chapter: 4

Objective: 1

AACSB: Application of Knowledge

Learning Outcome: 4.1 Define talent management and explain why it is important.

3) In an effective talent management system, an employee's performance appraisal would initiate training and development opportunities.

Answer: TRUE

Explanation: An effective talent management process should integrate the underlying talent management activities such as recruiting, developing, and compensating employees. For example, performance appraisals should trigger the required employee training.

Difficulty: Moderate

Chapter: 4

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 4.1 Define talent management and explain why it is important.

4) Effective talent management focuses on developing employee competencies that align with strategic goals.

Answer: TRUE

Explanation: Make sure talent management decisions such as staffing, training, and pay are goal-directed. Managers should always be asking, "What recruiting, testing, or other actions should I take to produce the employee competencies we need to achieve our strategic goals?"

Difficulty: Moderate

Chapter: 4

Objective: 1

AACSB: Analytical Thinking

Learning Outcome: 4.1 Define talent management and explain why it is important.

5) Which of the following terms refers to the procedure used to determine the duties associated with job positions and the characteristics of the people to hire for those positions?

A) job description

B) job specification

C) job analysis

D) job context

Answer: C

Explanation: C) Job analysis is the process of determining the duties of a specific job and the characteristics of the people who would be most appropriate for the job. A job analysis produces the necessary information to develop job descriptions and job specifications.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

6) The information resulting from a job analysis is used for writing \_\_\_\_\_.

- A) job descriptions
- B) corporate objectives
- C) personnel questionnaires
- D) training requirements

Answer: A

Explanation: A) A job description is a list of what a job entails, and it is derived from a job analysis. Job analysis is the procedure through which you determine the duties of job positions and the characteristics of the people that should be hired for the positions.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

7) All of the following types of information will most likely be collected by a human resources specialist through a job analysis EXCEPT \_\_\_\_\_.

- A) work activities
- B) human behaviors
- C) performance standards
- D) employee benefits options

Answer: D

Explanation: D) Work activities, human behaviors, performance standards, job context, and human requirements are the types of information typically collected through a job analysis. Information gathered through a job analysis is used to develop job descriptions and job specifications. Managers use job analysis for the purpose of recruitment, compensation, training, and performance appraisal but not for assessing employee benefits options.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

8) A manager uses the information in a job analysis for all of the following EXCEPT \_\_\_\_\_.

- A) assessing training requirements
- B) complying with FCC regulations
- C) determining appropriate compensation
- D) providing accurate performance appraisals

Answer: B

Explanation: B) Managers use information gathered from a job analysis for many activities including providing performance appraisals, recruiting, determining compensation, and assessing training requirements. Job analysis plays a major role in EEO (Equal Employment Opportunity Commission) compliance but not with FCC (Federal Communications Commission) regulations.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

9) Which of the following most likely depends on a job's required skills, education level, safety hazards, and degree of responsibility?

- A) employee compensation
- B) organizational culture
- C) annual training requirements
- D) OSHA and EEO compliance

Answer: A

Explanation: A) Compensation in the form of salaries and bonuses greatly depends upon a job's required skills, education level, safety hazards, and level of responsibility. Managers use the job analysis to determine the relative worth of a specific job and the most appropriate compensation for an employee.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

10) In order for Hollis Construction to be in full compliance with the Americans with Disabilities Act, the manager needs a \_\_\_\_\_ for each position to validate all human resource activities.

- A) performance appraisal
- B) compensation schedule
- C) workflow system
- D) job analysis

Answer: D

Explanation: D) A job analysis is needed for each job at a firm to ensure compliance with the EEOC. According to the U.S. Federal Agencies' Uniform Guidelines on Employee Selection, a job analysis is needed to validate all major human resource activities. A firm that is in compliance with the Americans with Disabilities Act, for example, should know the essential job functions of each job which requires a job analysis.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

11) Allison, a manager at a large clothing retail store, needs to determine essential duties that have not been assigned to specific employees. Which of the following would most likely provide Allison with this information?

- A) work activities
- B) job context
- C) job analysis
- D) performance standards

Answer: C

Explanation: C) Job analysis can help reveal duties that need to be assigned to a specific employee. Work activities, performance standards, and job context are the types of information that are provided through a job analysis.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

12) The \_\_\_\_\_ lists a job's specific duties as well as the skills and training needed to perform a particular job.

- A) organization chart
- B) job analysis
- C) work aid
- D) job description

Answer: D

Explanation: D) Job descriptions list the specific duties, skills, and training related to a particular job. Organization charts show the distribution of work within a company but not specific duties. A job description is created after a job analysis has been performed.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

13) Jennifer, a manager at an engineering firm, has been assigned the task of conducting a job analysis. What should be Jennifer's first step in the process?

- A) deciding how the gathered information will be used
- B) collecting data on job activities and working conditions
- C) selecting representative job positions to assess
- D) reviewing relevant background information

Answer: A

Explanation: A) The first step in performing a job analysis is deciding how the job analysis will be used because this determines the data that will be collected and how it will be collected.

Collecting data, selecting which job positions to analyze, reviewing background information like organization charts and process charts, and writing job descriptions are additional steps in the job analysis process.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

14) Which of the following data collection techniques would be most useful when writing a job description for a software engineer?

- A) distributing position analysis questionnaires
- B) interviewing employees
- C) analyzing organization charts
- D) developing a job process chart

Answer: B

Explanation: B) Interviewing employees to determine what the job entails is an effective method of collecting data for writing a job description. Position analysis questionnaires are useful for compensation purposes rather than for writing job descriptions.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

15) Which of the following is a written statement that describes the activities, responsibilities, working conditions, and supervisory responsibilities of a job?

- A) job specification
- B) job analysis
- C) job description
- D) job context

Answer: C

Explanation: C) A job description is a written list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities, and it is the result of a job analysis.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

16) Which of the following refers to the human requirements needed for a job, such as education, skills, and personality?

- A) job specifications
- B) job analysis
- C) job placement
- D) job descriptions

Answer: A

Explanation: A) Job specifications are the human requirements needed for a particular job like education, skills, and personality.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

17) All of the following requirements are typically addressed in job specifications EXCEPT \_\_\_\_\_.

- A) desired personality traits
- B) required education levels
- C) necessary experience
- D) working conditions

Answer: D

Explanation: D) Working conditions, responsibilities, and job duties are addressed in a job description rather than the job specifications. Job specifications focus on the human requirements for a job, such as personality, education, skills, and experience.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

18) Which of the following indicates the division of work within a firm and the lines of authority and communication?

- A) process chart
- B) employee matrix
- C) organization chart
- D) corporate overview

Answer: C

Explanation: C) Organization charts show the organization-wide division of work with titles of each position and interconnecting lines that show who reports to and communicates with whom.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

19) A(n) \_\_\_\_\_ shows the flow of inputs to and outputs from a job being analyzed.

- A) organization chart
- B) process chart
- C) job analysis
- D) job description

Answer: B

Explanation: B) A process chart is a work-flow chart that shows the flow of inputs to and outputs from a particular job. In the second step of performing a job analysis, background information such as process charts, organization charts, and job descriptions are reviewed.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.



20) A workflow analyst would most likely focus on which of the following?

- A) methods used by the firm to accomplish tasks
- B) behaviors needed to complete specific work
- C) a single, identifiable work process
- D) a quantifiable worker skill

Answer: C

Explanation: C) Workflow analysis is a detailed study of the flow of work from job to job in a work process. Usually, the analyst focuses on one identifiable work process, rather than on how the company gets all its work done.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

21) Which of the following is an example of business process reengineering?

- A) using computerized systems to combine separate tasks
- B) creating a visual chart for work flow procedures
- C) assigning additional activities to new employees
- D) developing employee skills and behaviors

Answer: A

Explanation: A) Business process reengineering means redesigning business processes, usually by combining steps so that small multi-function process teams using information technology to do the jobs formerly done by a sequence of departments.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

22) During the job analysis process, it is important to \_\_\_\_\_ before collecting data about specific job duties and working conditions.

- A) test job questionnaires on a small group of workers
- B) confirm the job activity list with employees
- C) select a sample of similar jobs to analyze
- D) assemble the job specifications list

Answer: C

Explanation: C) The third step of the job analysis process involves selecting representative positions to analyze. If there are too many similar jobs in a firm, it is best to select a representative sample. After representative positions have been chosen, analysis of the job can occur, which may include interviewing employees or using questionnaires. Job specifications are not developed until the final step of the job analysis process.

Difficulty: Hard

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

23) The fourth step in conducting a job analysis most likely involves collecting data about all of the following EXCEPT \_\_\_\_\_.

- A) required employee abilities
- B) typical working conditions
- C) employee turnover rates
- D) specific job activities

Answer: C

Explanation: C) The fourth step in analyzing a job requires collecting data about job activities, required employee behaviors, working conditions, and human traits and abilities needed to perform the job. Interviews, questionnaires, and observations are the most popular methods for gathering data. It is unlikely that data regarding employee turnover rates would be gathered during a job analysis.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

24) While performing the fifth step of a job analysis, it is essential to confirm the validity of collected data with the \_\_\_\_\_.

- A) EEOC representative
- B) HR manager
- C) legal department
- D) worker

Answer: D

Explanation: D) According to the fifth step of a job analysis, collected data should be confirmed with the worker performing the job and his/her immediate supervisor. Although HR managers play a role in the job analysis process by observing workers, it is the worker and his/her immediate supervisor that provide direct knowledge of the duties involved in a specific job.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

25) During the job analysis process, the primary purpose of having workers review and modify data collected about their current positions is to \_\_\_\_\_.

- A) confirm that the information is correct and complete
- B) provide a legal benchmark for employer lawsuits
- C) encourage employees to seek additional job training
- D) validate the job specification list provided by HR

Answer: A

Explanation: A) Allowing employees to review and modify the information collected about their current positions provides the opportunity to confirm that the data is correct and complete, which may help gain employee acceptance of the job analysis data and conclusions. Job specifications and job descriptions are created after employees review the collected data.

Difficulty: Hard

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

26) What is the final step in conducting a job analysis?

- A) writing a job description and job specifications
- B) validating all of the collected job data
- C) collecting data on specific job activities
- D) reviewing relevant background information

Answer: A

Explanation: A) The final step in the job analysis process involves developing a job description and job specifications, which are the two tangible products of a job analysis. This step occurs after job data has been collected and validated, and background information has been reviewed.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

27) Murray, Inc. emphasizes a desire for detail-oriented, motivated employees with strong social skills as indicated in the firm's job \_\_\_\_\_.

- A) specifications
- B) analysis
- C) reports
- D) descriptions

Answer: A

Explanation: A) Job specifications summarize the personal qualities, traits, skills, and background required for getting a job done. Murray, Inc. wants detail-oriented, motivated employees, which would be described in the firm's job specifications. Job descriptions address the activities and responsibilities of a job. Both job descriptions and job specifications are products of a job analysis.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

28) The primary drawback of performing a job analysis regards the \_\_\_\_\_.

- A) unverifiable data a job analysis typically provides
- B) certification required to conduct a job analysis
- C) amount of time a job analysis takes to complete
- D) redundant information gathered during a job analysis

Answer: C

Explanation: C) Conducting a job analysis can be time-consuming because it may take days to interview multiple employees and their managers, which is why an abbreviated version is often used by managers. The information gathered through a job analysis is typically verifiable and useful, and the main cost is time rather than money.

Difficulty: Hard

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

29) Job \_\_\_\_\_ means assigning workers additional same-level activities.

- A) enrichment
- B) assignment
- C) enlargement
- D) rotation

Answer: C

Explanation: C) Job enlargement refers to assigning workers additional same-level activities.

For example, a worker who previously only bolted the seat to the legs of a chair might attach the back as well.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

30) Which of the following terms refers to systematically moving workers from one job to another?

- A) job rotation
- B) job enrichment
- C) job enlargement
- D) job adjustment

Answer: A

Explanation: A) Job rotation refers to systematically moving workers from one job to another.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

31) Which of the following terms refers to redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition?

- A) job rotation
- B) job enrichment
- C) job reengineering
- D) job enlargement

Answer: B

Explanation: B) Job enrichment refers to redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition. Job enrichment is considered by some experts as the best way to motivate workers through worker empowerment.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

32) Who argued that the best way to motivate workers is to build opportunities for challenge and achievement into their jobs via job enrichment?

- A) Adam Smith
- B) Frederick Taylor
- C) Frederick Herzberg
- D) Abraham Maslow

Answer: C

Explanation: C) Psychologist Frederick Herzberg argued that the best way to motivate workers is to build opportunities for challenge and achievement into their jobs via job enrichment. Job enrichment means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

33) Jack is an employee at a Best Western Hotel. Some weeks he works with the catering group, and other weeks he assists the reservations clerk or the parking attendant. This is an example of \_\_\_\_\_.

- A) job enlargement
- B) job rotation
- C) job enrichment
- D) job specialization

Answer: B

Explanation: B) Job rotation refers to systematically moving workers from one job to another, so when Jack moves from department to department he is participating in job rotation.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Application of Knowledge

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

34) The rethinking and redesign of business processes to achieve dramatic improvements in performance is called \_\_\_\_\_.

- A) job redesign
- B) reengineering
- C) process engineering
- D) job enlargement

Answer: B

Explanation: B) Reengineering, or business process reengineering, refers to redesigning a business process so that small multidisciplinary self-managing teams complete a task together. This differs from the typical business process which is similar to a relay race where one person completes a step and then passes the task to another person.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

35) The information gathered during a job analysis is primarily used to ensure that firms are in compliance with the EEO, OSHA, and all state governments.

Answer: FALSE

Explanation: The primary use for information gathered in a job analysis is writing job descriptions and job specifications. Although job analysis is required for EEO compliance, job analysis is not required by the Occupational Safety and Health Administration or all state governments.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

36) Organization charts show the division of work throughout the organization, how a job relates to others, and where a job fits in the organization.

Answer: TRUE

Explanation: An organization chart shows the organization-wide distribution of work, with titles of each position and interconnecting lines that show who reports to and communicates with whom.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

37) A process chart provides relevant background information during the job analysis process by indicating job titles and lines of communication.

Answer: FALSE

Explanation: A process chart shows the flow of inputs to and outputs from a job being analyzed.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

38) After identifying a business process to redesign, the next step in business process reengineering is measuring the performance of the existing process.

Answer: TRUE

Explanation: Business process reengineering means redesigning business processes, usually by combining steps so that small multi-function process teams using information technology do the jobs formerly done by a sequence of departments. After choosing the business process to redesign, the analyst needs to assess the performance of the existing process for the purpose of identifying improvement possibilities.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

39) Conducting the job analysis is the sole responsibility of the HR specialist.

Answer: FALSE

Explanation: Job analysis should be a joint effort by a human resources specialist, the worker, and the worker's supervisor. The HR manager may observe the worker and then have the supervisor and worker fill out questionnaires.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

40) If a manager wants to know "should a job even exist," a workflow analysis should be performed.

Answer: TRUE

Explanation: A workflow analysis does answer questions like "should a job even exist," because it is a detailed study of the flow of work from job to job in a work process.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.



41) Job enlargement refers to redesigning jobs in a way that increases responsibility and achievement.

Answer: FALSE

Explanation: Job enlargement refers to assigning workers additional same-level activities. For example, a worker who previously only bolted the seat to the legs of a chair might attach the back as well. Job enrichment refers to redesigning jobs to increase responsibility and achievement.

Difficulty: Easy

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

42) In reengineered business processes, workers tend to become collectively responsible for overall results rather than individually responsible for just their own tasks.

Answer: TRUE

Explanation: Business process reengineering involves redesigning a business process so that small multidisciplinary, self-managing teams get a task done together, all at once. Such a system leads to workers becoming collectively responsible for overall results rather than merely focused on their individual tasks.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

43) How does job analysis support human resource management activities? Briefly describe one of the methods commonly used for gathering job analysis data.

Answer: Job analysis provides information for recruitment and selection by laying out what the job entails and what human characteristics are required to perform these activities. This information helps management decide what sort of people to recruit and hire. Job analysis information is also crucial for estimating the value of each job and its appropriate compensation. A performance appraisal compares each employee's actual performance with his or her performance standards. Managers use job analysis to determine the job's specific activities and performance standards.

Job analysis interviews are one of the most commonly used methods for gathering job analysis data. They range from completely unstructured interviews to highly structured ones containing hundreds of specific items to check off. Managers may conduct individual interviews with each employee, group interviews with groups of employees who have the same job, and/or supervisor interviews with one or more supervisors who know the job.

Difficulty: Hard

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

44) What are the steps involved in the job analysis process? Briefly discuss the methods available for collecting job analysis information.

Answer: There are six steps in doing a job analysis. Step 1: Decide How You Will Use the Information. Step 2: Review Relevant Background Information about the Job, Such as Organization Charts and Process Charts. Step 3: Select Representative Positions. Step 4: Actually Analyze the Job. Step 5: Verify the Job Analysis Information with the Worker Performing the Job and with His or Her Immediate Supervisor. Step 6: Develop a Job Description and Job Specification.

There are various ways (interviews or questionnaires, for instance) to collect information on a job's duties, responsibilities, and activities. In practice, you could use any one of them, or combine several. The basic rule is to use those that best fit your purpose. Thus, an interview might be best for creating a list of job duties and job descriptions. The more quantitative position analysis questionnaire may be best for quantifying each job's relative worth for pay purposes. Interviews, questionnaires, observations, and diary/logs are the most popular methods for gathering job analysis data. They all provide realistic information about what job incumbents actually do.

Difficulty: Hard

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

45) What is the difference between job enlargement, job rotation, and job enrichment?

Answer: Job enlargement means assigning workers additional same-level activities. Thus, the worker who previously only bolted the seat to the legs might attach the back as well. Job rotation means systematically moving workers from one job to another. Psychologist Frederick Herzberg argued that the best way to motivate workers is through job enrichment. Job enrichment means redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition. It does this by empowering the worker—for instance, by giving the worker the skills and authority to inspect the work, instead of having supervisors do that. Herzberg said empowered employees would do their jobs well because they wanted to, and quality and productivity would rise.

Difficulty: Moderate

Chapter: 4

Objective: 2

AACSB: Analytical Thinking

Learning Outcome: 4.2 Discuss the process of job analysis, including why it is important.

46) Which of the following guidelines is most likely recommended to managers conducting a job analysis?

- A) Use one tool for gathering information to maintain the validity of the final results.
- B) Rely on the human resource manager to complete questionnaires and verify data.
- C) Conduct group interviews without supervisors present to ensure accuracy.
- D) Ensure that the questions and the process are clarified to employees.

Answer: D

Explanation: D) Managers should make sure that the job analysis process and the questions asked to employees are clear. Several tools should be used to gather information rather than only one, and employees and supervisors typically complete questionnaires rather than HR managers. Supervisors should be included in group interviews.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

47) Which method for collecting job analysis information is considered best for quantifying the relative worth of a job for compensation purposes?

- A) electronic log
- B) worker diary
- C) observation
- D) position analysis questionnaire

Answer: D

Explanation: D) The position analysis questionnaire's strength is in assigning jobs to job classes for pay purposes. With ratings for each job's decision-making, skilled activity, physical activity, vehicle/equipment operation, and information-processing characteristics, you can quantitatively compare jobs relative to one another and then classify jobs for pay purposes.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

48) Jerome, a manager at an electronics company, needs to gather job analysis information from a large number of employees who perform similar work. Which of the following would be most appropriate for Jerome?

- A) observing all employees
- B) interviewing the HR manager
- C) holding a group interview with a supervisor
- D) conducting telephone surveys of all employees

Answer: C

Explanation: C) When a large number of employees perform similar or identical work, conducting a group interview is a fast way to gather information. In most cases, the workers' immediate supervisor attends the group session. It would be costly and time consuming to observe each worker.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

49) Which of the following is the primary disadvantage of using interviews to collect job analysis data?

- A) Interviews are a complicated method for collecting information.
- B) Employees may exaggerate or minimize some information.
- C) Interviews provide only general information about a worker's duties.
- D) Interviews may require managers to reveal the job analysis function.

Answer: B

Explanation: B) The primary disadvantage of conducting employee interviews for the purpose of gathering job analysis data is the distortion of information. Employees may misunderstand the purpose of the interview and either purposely or mistakenly provide incorrect information. Interviews are considered a simple method for collecting detailed job information especially regarding uncommon but important employee activities.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

50) Interviews for the purpose of collecting job analysis data will most likely address all of the following topics EXCEPT \_\_\_\_\_.

- A) hazardous conditions
- B) primary work duties
- C) required education
- D) personal hobbies

Answer: D

Explanation: D) Typical questions for job analysis interviews address subjects such as the job's major duties, hazardous conditions, performance standards, and required experience and education. It is less likely that an interviewer would ask an employee questions not related specifically to the job, such as personal questions about the worker's hobbies and free time.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

51) Job analysts collecting information through observations and interviews benefit from the use of a(n) \_\_\_\_\_ to guide the process and ensure consistency.

- A) structured list
- B) electronic diary
- C) job description
- D) organization chart

Answer: A

Explanation: A) A structured list or checklist is useful for guiding an interview or performing a personal observation. Electronic diaries are completed by the worker and would not be used for observations or interviews.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

52) Which of the following is the primary disadvantage of using questionnaires to gather job analysis information?

- A) Questionnaires are the most expensive method of collecting data.
- B) Supervisors are required to verify all collected questionnaire data.
- C) Questionnaires are too open-ended for statistical information.
- D) Developing and testing questionnaires is time-consuming.

Answer: D

Explanation: D) The primary drawback of questionnaires is the time required to develop questionnaires and test them to ensure that workers understand the questions. Questionnaires can be structured or open-ended, and many are a combination of the two.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

53) For which of the following jobs is direct observation NOT a recommended method for collecting job analysis data?

- A) assembly-line worker
- B) accounting clerk
- C) attorney
- D) nurse

Answer: C

Explanation: C) Direct observation is particularly useful when jobs consist mainly of observable physical activities, such as with nurses, accounting clerks, assembly-line workers, and salespersons. Observation is less appropriate when a job involves mostly mental activity such as with lawyers and design engineers.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

54) One of the problems with direct observation is \_\_\_\_\_, which is when workers alter their normal activities because they are being watched.

- A) flexibility
- B) falsification
- C) reactivity
- D) diversion

Answer: C

Explanation: C) Reactivity occurs when a worker changes what he or she normally does because observation is taking place for the purpose of job analysis. Knowing that they are being watched may cause some workers to alter their normal work behaviors either on purpose or accidentally.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

55) A \_\_\_\_\_ is the time it takes to complete a job.

- A) work cycle
- B) work week
- C) shift
- D) duty

Answer: A

Explanation: A) A work cycle is the time it takes to complete a job, which may be one minute for an assembly-line worker or weeks for an engineer. Managers collecting data for a job analysis may observe a worker on the job for a complete work cycle and take notes of the worker's activities.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

56) Which data collection method is most frequently used in conjunction with direct observation?

- A) interview
- B) questionnaire
- C) electronic log
- D) survey

Answer: A

Explanation: A) Managers frequently combine direct observation with personal interviews to gather job analysis information. Often, managers observe the worker for a complete work cycle to gather as much information as possible, and then they follow up with an interview to gain clarification. Another option is to observe and interview at the same time by asking the worker questions as he or she works.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

57) Which of the following requires workers to make daily listings of the activities in which they engage as well as the amount of time each activity takes?

- A) flowchart
- B) agenda
- C) outline
- D) log

Answer: D

Explanation: D) A diary or a log requires workers to make daily listings of the activities in which they engage as well as the amount of time each activity takes. Diaries and logs can be useful in the job analysis process because they often produce a complete picture of the job, especially when used in conjunction with an interview.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.



58) Joaquin records every activity in which he participates at work along with the time it takes him to complete each activity. Which of the following approaches to job analysis data collection is most likely being used at Joaquin's workplace?

- A) diaries
- B) interviews
- C) observations
- D) questionnaires

Answer: A

Explanation: A) Joaquin has been asked to keep a diary or a log of his work activities. With diaries and logs, an employee records every activity and the time spent on each in a log, which provides a complete picture of the job. Diaries and logs are often used in conjunction with interviews, observations, and questionnaires.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

59) Pocket dictating machines and pagers have replaced traditional diary/log methods in many firms. Which of the following problems have the modern methods most likely eliminated?

- A) work time required to fill out forms and surveys
- B) employee forgetfulness regarding daily activities
- C) costs associated with copying and filing paperwork
- D) employee frustration towards bureaucratic requirements

Answer: B

Explanation: B) Some firms provide employees with pocket dictating machines and pagers to keep diaries and logs. At random times during the day, the employee is paged. The employee then dictates what he or she is doing. With this method, employers do not have to rely on workers to remember what they did hours earlier when they complete their logs at the end of the day, which was the main problem with paper/pencil diaries.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

60) Purrfect Pets is a local pet supply store with a following of loyal customers who appreciate the personal service the store's employees provide. After a very profitable year, Purrfect Pets is expanding by opening two more stores. Before hiring employees for the new stores, the manager is considering the idea of conducting a job analysis for each position.

Which of the following, if true, would best support the argument that the manager should conduct group interviews to gather job analysis information?

- A) Purrfect Pets is an excellent place to work because of the positive work environment.
- B) Most of the young employees of Purrfect Pets would feel awkward during a one-on-one interview.
- C) Employees at Purrfect Pets work well with their colleagues, and few staffing conflicts occur.
- D) Numerous employees at Purrfect Pets perform similar tasks during the work day.

Answer: D

Explanation: D) When a large number of employees perform similar or identical tasks, then a group interview is a quick and inexpensive way to gather job analysis information. The work environment or age of the employees are not important factors in deciding whether a group interview is appropriate.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

61) Purrfect Pets is a local pet supply store with a following of loyal customers who appreciate the personal service the store's employees provide. After a very profitable year, Purrfect Pets is expanding by opening two more stores. Before hiring employees for the new stores, the manager is considering the idea of conducting a job analysis for each position.

Which of the following, if true, would best support the argument that the manager should use a position analysis questionnaire to collect job analysis information?

- A) Compliance with EEO laws requires businesses to compile quantitative data.
- B) Management wants to develop a pay scale for all employees at Purrfect Pets.
- C) Purrfect Pets managers are unfamiliar with the typical routines of most employees.
- D) Managers believe that some Purrfect Pets employees are overlooking important daily tasks.

Answer: B

Explanation: B) The primary reason to use a position analysis questionnaire is to gather quantitative data that enables managers to compare jobs for pay purposes. Although a PAQ provides quantitative data, businesses are not required by EEO laws to use them. Interviews or observations would be more appropriate for uncovering overlooked tasks or becoming familiar with an employee's duties.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

62) Purrfect Pets is a local pet supply store with a following of loyal customers who appreciate the personal service the store's employees provide. After a very profitable year, Purrfect Pets is expanding by opening two more stores. Before hiring employees for the new stores, the manager is considering the idea of conducting a job analysis for each position.

Which of the following, if true, undermines the argument that the Purrfect Pets manager should observe workers in order to gather job analysis information?

- A) Purrfect Pets lacks the technology to perform quantitative job assessments.
- B) Part-time and seasonal workers fill most of the positions at Purrfect Pets.
- C) The tasks of most Purrfect Pets employees vary widely from day to day.
- D) During the morning, business at Purrfect Pets typically slows down.

Answer: C

Explanation: C) Observation is an inappropriate tool for collecting job analysis information if employees only occasionally participate in certain tasks. If the tasks vary on a daily basis, one day of observation would fail to gather the necessary information. An interview might be the best way to find out what an employee does in this situation.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Application of Knowledge

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

63) What is the primary benefit of using a position analysis questionnaire to gather data for a job analysis?

- A) providing the opportunity for employees to vent job frustrations
- B) sorting information for government statistics and records
- C) classifying jobs for the purpose of assigning salaries
- D) uncovering important yet infrequent job tasks

Answer: C

Explanation: C) The primary benefit of using a PAQ is classifying jobs based on scores in the five different categories. With this data, a manager can quantitatively compare jobs relative to one another and then assign pay for each job.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

64) A(n) \_\_\_\_\_ is used to collect quantifiable data concerning the duties and responsibilities of various jobs.

- A) electronic diary/log
- B) group interview
- C) position analysis questionnaire
- D) Internet-based survey

Answer: C

Explanation: C) A position analysis questionnaire is used to collect quantifiable data concerning the duties and responsibilities of various jobs. A PAQ contains 194 items that are based on five PAQ basic activities: having decision-making/communication/social responsibilities, performing skilled activities, being physically active, operating vehicles/equipment, and processing information.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

65) Experts at the \_\_\_\_\_ performed the earliest form of job analysis and published the *Dictionary of Occupational Titles*.

- A) EEOC
- B) DOL
- C) BLS
- D) DHS

Answer: B

Explanation: B) The Department of Labor performed the earliest work in job analysis which resulted in the Dictionary of Occupational Titles. The book contained detailed information on nearly every job in America based on ratings of data, people, and things. The DOL work eventually led to the development of position analysis questionnaires (PAQ).

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

66) What are the three main categories used in the *Dictionary of Occupational Titles* to rate, classify, and compare different jobs?

- A) reasoning, language, mathematics
- B) skills, communication, education
- C) data, people, things
- D) people, skills, reasoning

Answer: C

Explanation: C) Data, people, and things are the three worker function categories used in the Department of Labor procedure that was compiled into the *Dictionary of Occupational Titles*. The DOL method describes what a worker must do with respect to data, people, and things.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

67) The Department of Labor procedure uses a set of standard basic activities known as \_\_\_\_\_ to describe what a worker must do with respect to data, people, and things.

- A) worker functions
- B) employee duties
- C) job procedures
- D) job requirements

Answer: A

Explanation: A) With the DOL procedure, standard basic activities known as worker functions are used to describe what a worker must do in a specific job with respect to three main categories—data, people, and things. Each worker function is given an importance rating for coding purposes.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

- 68) What has been the most significant impact of modern technology on job analysis methods?
- A) Extensive use of the Internet by HR managers enables more people to telecommute from locations far from corporate headquarters.
  - B) Corporate use of the Internet and intranet has enabled HR managers to distribute and collect job analysis surveys to employees in multiple geographic locations.
  - C) Worker functions have changed as a result of modern technology, so the DOL procedure for data collection has been modified and categories have been altered.
  - D) The ability to falsify information on Internet surveys has led to an increase in interviews and observations by HR managers to collect accurate job analysis information.

Answer: B

Explanation: B) The greatest impact of modern technology on job analysis methods has been the ability of HR managers to use the Internet and intranet to distribute and collect job analysis data to geographically dispersed employees. Face-to-face interviews and observations are difficult and time consuming, especially for a global firm, so questionnaires distributed online are more frequently used.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

- 69) The most important consideration when developing an online job analysis is to \_\_\_\_\_.
- A) make questions and the process as clear as possible
  - B) provide monetary rewards for timely completion
  - C) limit the number of questions to less than twenty
  - D) ask open-ended questions to ensure honest responses

Answer: A

Explanation: A) Removing the ambiguity from both questions and the job analysis process will greatly improve the validity of online results. The purpose of collecting data online is to save time and money, so minimal intervention and guidance should be necessary.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

70) Informal interviews provide quantitative job analysis information, which is why they are frequently used by managers who need to determine the relative worth of a job for pay purposes.

Answer: FALSE

Explanation: Informal interviews with open ended questions provide qualitative rather than quantitative information for a job analysis. Position analysis questionnaires are best for quantifying a job's worth for pay purposes. The two methods are often used together to gather a well-rounded amount of information about a job.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

71) The immediate supervisor of a group of workers being interviewed for job analysis purposes is not allowed to attend the session due to concerns about workers failing to provide honest responses to questions.

Answer: FALSE

Explanation: As a rule, the immediate supervisor of a group of workers should attend an interview session for job analysis purposes. If the supervisor is unable to attend, then he or she must be interviewed separately so that the interviewer can gather that person's perspective on the job's duties and responsibilities.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

72) Studies suggest that employees are more likely to describe their job duties in the form of simple task statements instead of as ability statements during job analysis interviews.

Answer: FALSE

Explanation: During job analysis interviews, employees are more likely to describe their job duties in the form of ability-based statements, such as "ability to record phone messages" rather than as simple task statements like "record phone messages." The most likely reason is that employees exaggerate their duties and responsibilities during interviews, especially if they believe the interview is for the purpose of a compensation change.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

73) Questionnaires developed for the purpose of job analysis are always structured in the form of checklists so that the information can easily be entered into a database.

Answer: FALSE

Explanation: Questionnaires range from being highly structured to open-ended, and most fall between the two extremes. Most questionnaires include several open-ended questions as well as structured questions.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

74) Observation as a job analysis data collection method is most appropriate for jobs that involve physical activities.

Answer: TRUE

Explanation: Observation is an appropriate method for collecting job analysis information when a job involves physical rather than mental activities. Jobs like assembly-line worker, mechanic, and accounting clerk can be directly observed by an HR manager. Lawyers and design engineers spend more time with mental activities, so it would be less appropriate to use observation in these types of positions.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

75) Some employers collecting job analysis information provide employees with pocket dictating machines and pagers to record activities at random times of the work day.

Answer: TRUE

Explanation: In the past, diary/logs required employees to write down their activities at the end of the day, which was problematic due to forgetfulness. However, pagers can now be used to remind employees to speak into their pocket dictating machines about the work activities in which they are currently involved.

Difficulty: Easy

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.



76) Quantitative approaches for collecting job analysis data are more appropriate than qualitative approaches when a manager seeks to compare jobs for pay purposes.

Answer: TRUE

Explanation: Quantitative ratings as generated by the position analysis questionnaire and the Department of Labor approach are the best tools to use when assessing the monetary value of a job.

Difficulty: Moderate

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

77) What time-saving options are available to a busy manager who needs to conduct a job analysis and write job descriptions? Explain your answer in a brief essay.

Answer: Job analysis can be a time-consuming process. Managers can save time by holding group interviews with groups of employees who have the same job. Managers use group interviews when a large number of employees are performing similar or identical work, since this can be a quick and inexpensive way to gather information. Busy managers often turn to the Internet for help writing job descriptions because the process can save a great amount of time. Sites like O\*NET and [www.jobdescription.com](http://www.jobdescription.com) provide managers with important characteristics of various occupations, as well as the experience, education, and knowledge needed to do each job well.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

78) What are the advantages and disadvantages of using interviews to collect job analysis data?

Answer: Interviews are a relatively simple and quick way to collect data. Skilled interviewers can gather information that might otherwise go undiscovered. Some activities might occur only occasionally or be more informal in nature. Interviews can discover these types of activities. The interview also offers an opportunity to explain the need for a job analysis. The biggest drawback is the chance for information to be distorted either to outright falsification or honest misunderstanding.

Difficulty: Hard

Chapter: 4

Objective: 3

AACSB: Analytical Thinking

Learning Outcome: 4.3 Explain how to use at least three methods of collecting job analysis information, including interviews, questionnaires, and observation.

79) Most job descriptions contain sections that cover all of the following EXCEPT \_\_\_\_\_.

- A) performance standards
- B) working conditions
- C) responsibilities
- D) required overtime

Answer: D

Explanation: D) Most job descriptions contain sections that cover job identification, job summary, responsibilities and duties, authority of incumbent, performance standards, working conditions, and job specifications. Although information regarding salary and/or pay scale may be included, it is less likely that the amount of overtime required in the position will be included.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

80) What type of information is contained in the job identification section of a job description?

- A) job title
- B) job summary
- C) major functions or activities
- D) standards of performance

Answer: A

Explanation: A) The job identification section of a job description includes the job title, FLSA status, and date the job description was approved.

Difficulty: Easy

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

81) Which of the following is identified by the FLSA status section of a job description?

- A) whether the employer is a non-profit organization
- B) whether a job is exempt or nonexempt
- C) whether the employer is a private or public firm
- D) whether a job requires a college degree

Answer: B

Explanation: B) The FLSA status section identifies a job as exempt or nonexempt. According to the Fair Labor Standards Act, certain positions, mostly administrative and professional, are exempt from the act's overtime and minimum wage provisions.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

82) The \_\_\_\_\_ classifies all workers into one of 23 major groups of jobs that are subdivided into minor groups of jobs and detailed occupations.

- A) Department of Labor Procedure
- B) Position Analysis Questionnaire
- C) Standard Occupational Classification
- D) *Dictionary of Occupational Titles*

Answer: C

Explanation: C) The Standard Occupational Classification classifies all workers into one of 23 major groups of jobs that are subdivided into minor groups of jobs and detailed occupations. The SOC replaced the *Dictionary of Occupational Titles*, which was used for many years as a source for standard job descriptions.

Difficulty: Easy

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

83) According to the \_\_\_\_\_, an individual must have the requisite skills, educational background, and experience to perform a job's essential functions.

- A) DOL
- B) ADA
- C) FCC
- D) SIC

Answer: B

Explanation: B) The Americans with Disabilities Act (ADA) was enacted by Congress to reduce or eliminate discrimination against disabled individuals. According to the ADA, an individual must have the requisite skills, educational background, and experience to perform a job's essential functions.

Difficulty: Easy

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

84) An employer is required to make a "reasonable accommodation" for a disabled individual in which of the following situations?

- A) if a disabled person has the necessary skills, education, and experience to perform the job but is prevented by the job's current structure
- B) when an employer fails to provide a job description for a position that a disabled person would most likely be able to perform
- C) if making changes would present the employer with an undue hardship
- D) each time that a disabled individual applies for a position

Answer: A

Explanation: A) Employers are required to make a "reasonable accommodation" when a disabled person has the necessary skills, education, and experience to perform the job but is prevented from doing so by the job's current structure. Employers are not required to make reasonable accommodations if doing so would present an undue hardship on the employer.

Difficulty: Hard

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

85) According to the ADA, job duties that employees must be able to perform, with or without reasonable accommodation, are called \_\_\_\_\_.

- A) job requirements
- B) essential job functions
- C) work activities
- D) job specifications

Answer: B

Explanation: B) According to the Americans with Disabilities Act (ADA), essential job functions are the job duties that employees must be able to perform, with or without reasonable accommodation. Most ADA legal actions center on the concept of whether a job function is essential or not.

Difficulty: Easy

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

86) Which of the following Web sites was developed by the U.S. Department of Labor and serves as a source for managers who need to write job descriptions?

- A) bls.gov
- B) opm.gov
- C) usajobs.gov
- D) onetcenter.org

Answer: D

Explanation: D) O\*NET is a Web tool that was developed by the U.S. Department of Labor to allow managers, workers, and job seekers to see the essential characteristics of various occupations. Managers use the site to develop job descriptions.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

87) Janice, a department store manager, is in the process of writing job descriptions using O\*NET. Janice has already reviewed the company's business plan, so what should be her next step?

- A) interview employees
- B) compose a list of job duties
- C) develop an organization chart
- D) observe employees performing their duties

Answer: C

Explanation: C) The first step in using O\*NET is to review the firm's business plan, which is followed by developing an organization chart that addresses both the current and future structure of the firm. After having employees complete brief questionnaires, obtaining a list of duties from O\*NET, and listing the human requirements for the job, a manager is ready to finalize the job description.

Difficulty: Hard

Chapter: 4

Objective: 4

AACSB: Application of Knowledge

Learning Outcome: 4.4 Explain how you would write a job description.

88) The FLSA status section of a job description permits quick identification of a job as exempt or nonexempt from overtime and minimum wage provisions.

Answer: TRUE

Explanation: The FLSA status of a job description is usually included in the job identification section. According to the Fair Labor Standards Act, certain positions, primarily administrative and professional, are exempt from the act's overtime and minimum wage provisions.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

89) The Americans with Disabilities Act (ADA) requires that organizations have job descriptions that list the essential functions of all jobs.

Answer: FALSE

Explanation: The ADA does not require job descriptions, but they are advisable in case a discrimination complaint ends up in court. Most ADA legal actions revolve around the questions, "What are the essential functions of the job?"

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

90) O\*NET has become an increasingly popular Web tool for creating and distributing position analysis questionnaires to employees who are located throughout the world.

Answer: FALSE

Explanation: O\*NET is a popular Web tool for writing job descriptions, not for creating and distributing PAQs to global employees. O\*NET was developed by the U.S. Department of Labor, and it allows users to see the most important characteristics of various occupations. O\*NET provides a streamlined approach for managers who need to write job descriptions.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

91) How has modern technology, such as the Internet, changed job analysis methods? How has the Internet improved the ability of managers to write job descriptions?

Answer: The human resource department can distribute standardized job analysis questionnaires to geographically dispersed employees via their company intranets, with instructions to complete the forms and return them by a particular date.

Many employers turn to the Internet for assistance with writing job descriptions. O\*Net, the U.S. Department of Labor's occupational information network, is an increasingly popular Web tool. It allows users (not just managers, but workers and job seekers) to see the most important characteristics of various occupations, as well as the experience, education, and knowledge required to do each job well. Jobdescription.com is another popular site used for developing job descriptions.

Difficulty: Hard

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

92) How does the ADA affect hiring practices? How does an HR manager determine whether or not a job description complies with the ADA?

Answer: Congress enacted the Americans with Disabilities Act (ADA) to reduce or eliminate serious problems of discrimination against disabled individuals. Under the ADA, the individual must have the requisite skills, educational background, and experience to perform the job's essential functions. A job function is essential when it is the reason the position exists or when the function is so specialized that the firm hired the person doing the job for his or her expertise or ability to perform that particular function. If the disabled individual can't perform the job as currently structured, the employer is required to make a "reasonable accommodation," unless doing so would present an "undue hardship." The ADA does not require job descriptions, but it's probably advisable to have them. Virtually all ADA legal actions will revolve around the question, "What are the essential functions of the job?" Without a job description that lists such functions, it will be hard to convince a court that the functions are essential to the job.

Difficulty: Moderate

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.4 Explain how you would write a job description.

93) Which of the following is the primary source of information an employer uses to write a job specification?

A) job summary

B) job description

C) performance standards

D) personnel replacement charts

Answer: B

Explanation: B) A job analysis is used to produce a job description, which is then used to write a job specification.

Difficulty: Easy

Chapter: 4

Objective: 4

AACSB: Analytical Thinking

Learning Outcome: 4.5 Explain how to write a job specification.

94) When a sales job is being filled by an untrained individual, the job specifications list will most likely include \_\_\_\_\_ as a way to predict which candidate will perform the job well.

- A) age and gender
- B) past job performance
- C) relevant certification
- D) personality traits

Answer: D

Explanation: D) When filling jobs with untrained people that the employer intends to train, the employer will most likely specify qualities like physical traits, personality, interests, or sensory skills that imply some potential for performing or for being trained to do the job. Age and gender should not be elements of a job specification list. Certification and past job performance are less likely to predict the success of a person's job performance in an area for which they have never received training.

Difficulty: Moderate

Chapter: 4

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 4.5 Explain how to write a job specification.

95) According to research, each of the following work behaviors is considered important in all jobs EXCEPT \_\_\_\_\_.

- A) attendance
- B) experience
- C) schedule flexibility
- D) industriousness

Answer: B

Explanation: B) According to research, industriousness, thoroughness, schedule flexibility, and attendance are job-related behaviors that are important to all jobs. Experience is not a behavior, and in many entry-level jobs, experience is not necessary.

Difficulty: Moderate

Chapter: 4

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 4.5 Explain how to write a job specification.



96) The statistical analysis method for developing job specifications is more defensible than the judgmental approach because equal rights legislation forbids using traits that a firm cannot prove distinguish between high and low job performers.

Answer: TRUE

Explanation: Using a statistical analysis method for developing job specifications is more defensible than using educated guesses. Equal rights legislation forbids using traits that a firm cannot prove distinguish between high and low job performers. For example, hiring standards that discriminate based on sex, race, religion, national origin, or age may have to be shown to predict job performance.

Difficulty: Moderate

Chapter: 4

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 4.5 Explain how to write a job specification.

97) A conventional job description provides managers with a more comprehensive picture of worker activities than a job requirement matrix, which fails to address how and why workers perform specific job activities.

Answer: FALSE

Explanation: The job requirement matrix provides a more comprehensive picture of what the worker does and how and why he or she does it than does a conventional job description. The list of required knowledge, skills, abilities, and other characteristics provides useful information for making staffing, training, and performance appraisal decisions.

Difficulty: Moderate

Chapter: 4

Objective: 5

AACSB: Analytical Thinking

Learning Outcome: 4.5 Explain how to write a job specification.

98) In a brief essay, compare and contrast job descriptions and job specifications.

Answer: The primary function of a job analysis is to develop job specifications and job descriptions. A job description is a written statement of what the worker actually does, how he or she does it, and what the job's working conditions are. You use this information to write a job specification; this lists the knowledge, abilities, and skills required to perform the job satisfactorily. There is no standard format for writing a job description. However, most descriptions contain sections that cover:

1. Job identification
2. Job summary
3. Responsibilities and duties
4. Authority of incumbent
5. Standards of performance
6. Working conditions
7. Job specifications

The job specification takes the job description and answers the question, "What human traits and experience are required to do this job effectively?" It shows what kind of person to recruit and for what qualities you should test that person. The job specification may be a section of the job description, or a separate document.

Difficulty: Moderate

Chapter: 4

Objective: 4, 5

AACSB: Analytical Thinking

Learning Outcome: 4.5 Explain how to write a job specification.

99) A human resource manager needs to develop job specifications for a new position at her firm. She can either base the job specifications on statistical analysis or on common sense. Briefly describe each method, and recommend which method the HR manager should use.  
Answer: Most job specifications come from the educated guesses of people like supervisors and human resource managers. The basic procedure here is to ask, "What does it take in terms of education, intelligence, training, and the like to do this job well?" There are several ways to get these "educated guesses." You could simply review the job's duties and deduce from those what human traits and skills the job requires. You can also choose them from the competencies listed in Web-based job descriptions. In any case, use common sense when compiling your list. Don't ignore the behaviors that may apply to almost any job but that might not normally surface through a job analysis. Industriousness is an example. Who wants an employee who doesn't work hard?

The other option is to base job specifications on statistical analysis, which is more defensible but also more difficult. The aim here is to determine statistically the relationship between (1) some predictor (human trait, such as height, intelligence, or finger dexterity), and (2) some indicator or criterion of job effectiveness, such as performance as rated by the supervisor. The procedure has five steps: (1) analyze the job and decide how to measure job performance; (2) select personal traits like finger dexterity that you believe should predict successful performance; (3) test candidates for these traits; (4) measure these candidates' subsequent job performance; and (5) statistically analyze the relationship between the human trait (finger dexterity) and job performance. Your objective is to determine whether the former predicts the latter. This method is more defensible than the judgmental approach because equal rights legislation forbids using traits that you can't prove distinguish between high and low job performers.

Difficulty: Hard

Chapter: 4

Objective: 5

AACSB: Application of Knowledge

Learning Outcome: 4.5 Explain how to write a job specification.

100) Which of the following describes a job in terms of measurable and observable behaviors that an employee must exhibit to do the job well?

- A) competency-based job analysis
- B) Department of Labor procedure
- C) functional job analysis
- D) high-performance work matrix

Answer: A

Explanation: A) A competency-based job analysis refers to describing a job in terms of measurable, observable, behavioral competencies that an employee doing the job must exhibit to do the job well. This method contrasts with traditional job analysis that describes jobs in terms of job duties and responsibilities. Competency-based analysis is worker-focused.

Difficulty: Easy

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

101) Which of the following questions will most likely be addressed by a manager who is writing a job description based on a competency-based job analysis?

- A) What are the typical duties associated with this job?
- B) What are the working conditions and safety issues related to this job?
- C) What opportunities for advancement are available to an employee in this job?
- D) What should the employee be able to do in order to competently perform this job?

Answer: D

Explanation: D) The focus of a competency-based job analysis is the skills of the worker rather than the duties, equipment, or working conditions of the job. Traditional job-analysis is more job-focused while competency-based analysis is more worker-focused.

Difficulty: Hard

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

102) Which of the following best supports the argument that jobs should be described in terms of competencies rather than duties?

- A) New employees in high-performance work systems receive extensive job skills training for their specific positions.
- B) Managers in global firms are empowered to implement job rotation, job enlargement, and job enrichment in order to maximize productivity.
- C) In high-performance work systems, employees serve as team members rotating among various jobs.
- D) Globalization and telecommuting require workers to be able to self-manage and perform duties without close supervision.

Answer: C

Explanation: C) Competency-based job descriptions are more appropriate than traditional job descriptions when high-performance work systems are the goal. In a HPWS, workers are encouraged to serve as team members and to rotate freely among jobs, so competencies should be the focus rather than a list of specific job duties which might hinder employee flexibility.

Difficulty: Hard

Chapter: 4

Objective: 6

AACSB: Application of Knowledge

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

103) Many job analysts and employers assert that in today's work environment, job descriptions based on lists of job-specific duties inhibit the worker flexibility that companies need.

Answer: TRUE

Explanation: The specific duties associated with jobs in today's work environment change on a daily basis, so employers and job analysts think that compiling a list of job duties is counterproductive. As a result, more firms are creating job descriptions based on employee competencies rather than lists of specific job duties.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

104) Competencies are observable and measurable behaviors, and organizations are required to define competencies based on quantifiable standards developed by the Department of Labor.

Answer: FALSE

Explanation: Although competencies are observable and measurable behaviors, organizations are not required to use any specific competencies. O\*NET, the DOL Web site, lists various skills associated with different jobs, and the site is a source for competency-based job analysis.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

105) Competency-based job analysis is more worker-focused than traditional job analysis.

Answer: TRUE

Explanation: Competency-based analysis focuses on the behaviors of the worker, while traditional job analysis focuses on the duties of the job. With competency-based analysis, a firm asks, "What must these employees be competent to do in order to perform this multi-skilled job?"

Difficulty: Easy

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

106) Competency-based job analysis focuses on the knowledge, skills, and behavior of a worker rather than the tasks associated with a particular job.

Answer: TRUE

Explanation: Competency-based job analysis focuses on the knowledge, skills, and behaviors of workers rather than the duties of a specific job. Workers need to be flexible in modern work environments, so employers are focusing more on competencies and less on tasks.

Difficulty: Easy

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

107) British Petroleum implemented a competency-based skills matrix for its employees. As a result, employee training, appraisals, and rewards relate to the skills and competencies a worker needs to accomplish the goals of the firm.

Answer: TRUE

Explanation: BP shifted from job-duty based job descriptions to a skills matrix based on competencies. The focus for BP is developing the skills employees need for their broader and more empowered responsibilities. Salary, training, and bonuses are based on worker competencies.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

108) ABC Widgets, Inc. wants to develop a high-performance work system, so its HR department should most likely develop traditional job descriptions rather than competency-based job descriptions.

Answer: FALSE

Explanation: With high-performance work systems, the goal is to encourage employees to work in a self-motivated manner, which is why competency-based job descriptions are more appropriate. Traditional job descriptions focus more on individual tasks than team playing, so ABC needs to develop competency-based job descriptions instead.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Application of Knowledge

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

109) Writing a competencies-based job description typically involves compiling a list of job duties.

Answer: FALSE

Explanation: A traditional job analysis involves compiling lists of job duties. However, a competency-based job analysis requires determining what an employee should be able to do.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.

110) What is a competency-based job analysis? Why should firms consider describing jobs in terms of competencies instead of duties?

Answer: Job competencies are always observable and measurable behaviors. To determine what a job's required competencies are, you should ask, "In order to perform this job competently, what should the employee be able to do?" We can say that competency-based job analysis means describing the job in terms of measurable, observable, behavioral competencies (knowledge, skills, and/or behaviors) that an employee doing that job must exhibit to do the job well.

Competency-based job descriptions are beneficial to firms that are striving to be high-performance work systems. Here the whole thrust is to encourage employees to work in a self-motivated way. Employers do this by empowering employees, organizing the work around teams, encouraging team members to rotate freely among jobs, and pushing more responsibility for things like day-to-day supervision down to the workers.

Difficulty: Moderate

Chapter: 4

Objective: 7

AACSB: Analytical Thinking

Learning Outcome: 4.7 Explain competency-based job analysis, including what it means and how it's done in practice.