

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which of the following is the first step in the process of creating an internal pay structure? 1) \_\_\_\_\_
- A) assessing value
  - B) translating value into pay structure
  - C) job evaluation
  - D) job analysis
  - E) describing competencies
- 2) Which of the following is true of job analysis? 2) \_\_\_\_\_
- A) It is the process of evaluating an employee's job performance and productivity.
  - B) It is the process of determining the specific number of jobs to fill.
  - C) It is the process of collecting information needed to prepare job description.
  - D) It is the process of finding qualified candidates to fill job vacancies.
  - E) It is the process of dividing tasks into specific jobs.
- 3) The systematic process of collecting relevant information related to the nature of a specific job refers to: 3) \_\_\_\_\_
- A) job analysis
  - B) job description.
  - C) job content
  - D) job structure
  - E) job evaluation
- 4) Which of the following is one of the main uses of job analysis in job compensation? 4) \_\_\_\_\_
- A) It reinforces the inducements for performance with regard to compensation.
  - B) It creates a misaligned job structure.
  - C) It establishes similarities and differences in the content of jobs.
  - D) It eliminates the want for higher pays in relation with skills.
  - E) It reconnects the insignificance of skills with the emphasis on equal pay.
- 5) Job evaluation is the process of: 5) \_\_\_\_\_
- A) providing information needed to prepare job description
  - B) finding qualified candidates to fill job vacancies
  - C) evaluating employee performance in order to establish a rational pay structure
  - D) comparing jobs within an organization
  - E) summarizing reports that describe the job as it is actually performed

- 6) A job description refers to: 6) \_\_\_\_\_
- A) the comparison of jobs within an organization
  - B) the systematic process of collecting information about the nature of specific jobs
  - C) ordering of jobs based on their content or relative value
  - D) a collection of the works an employee has handled and completed over the years of employment
  - E) the summary report that identifies, defines, and describes the job as it is actually performed
- 7) When job analysis is done for compensation purposes, data collected must focus on: 7) \_\_\_\_\_
- A) providing training to job incumbents
  - B) establishing job similarities and differences
  - C) monitoring performance of the job incumbent
  - D) reviewing task inventories
  - E) increasing the number of different tasks an employee performs
- 8) Which of the following is the first step in conducting a conventional job analysis? 8) \_\_\_\_\_
- A) conduct initial tour of work site
  - B) conduct interviews
  - C) develop preliminary job information
  - D) verify job description
  - E) consolidate job information
- 9) Job analysis usually collects information about: 9) \_\_\_\_\_
- A) standing policy
  - B) performance appraisal
  - C) tentative agreements
  - D) standing plans
  - E) specific tasks or behaviours
- 10) Which of the following does the consolidation phase of job study involve? 10) \_\_\_\_\_
- A) piecing together into one coherent and comprehensive job description the data obtained from several sources
  - B) reviewing existing documents in order to develop an initial "big-picture" familiarity with the job
  - C) familiarizing the job analyst with the work layout and the mechanics associated with the end-to-end performance of major duties
  - D) bringing all the interviewees together for the purpose of determining if the consolidated job description is accurate and complete
  - E) clarifying, confirming, and refining the information developed in the interviews

- 11) Which of the following involves the elemental tasks or units of work, with emphasis on the purpose of each task? 11) \_\_\_\_\_
- A) job content data
  - B) task identity data
  - C) task analyzability data
  - D) job design data
  - E) task variety data
- 12) Which of the following cultures is likely to be established, if the number of levels in an organizational structure is reduced? 12) \_\_\_\_\_
- A) autocratic
  - B) totalitarian
  - C) despotic
  - D) egalitarian
  - E) inert
- 13) Which of the following is an advantage of conventional questionnaires and interviews used for job analysis? 13) \_\_\_\_\_
- A) The process is virtually free of faulty results.
  - B) The process is both systematic as well as objective.
  - C) The entire process is free from bias and favouritism.
  - D) The process takes lesser time than quantitative methods.
  - E) The process involves employees, which increases their understanding.
- 14) Which of the following is true of conventional methods of job analyses? 14) \_\_\_\_\_
- A) They are more equitable than quantitative methods.
  - B) They are more subjective than quantitative methods.
  - C) They are relatively faster than quantitative methods.
  - D) They are more unbiased than quantitative methods.
  - E) They are more systematic than quantitative methods.
- 15) Which of the following is true of quantitative methods of job analyses? 15) \_\_\_\_\_
- A) They are more open to favouritism than conventional methods.
  - B) They allow for statistical analysis of the results.
  - C) They are less accurate than conventional methods.
  - D) They are more subjective than conventional methods.
  - E) They are less systematic than conventional methods.
- 16) The principal sources of the data used in job analysis are: 16) \_\_\_\_\_
- A) independent contractors
  - B) job applicants
  - C) consultant analysts
  - D) jobholders and supervisors
  - E) freelancers

- 17) Which of the following should a manager do if employees and their supervisors do not agree on what is part of the job? 17) \_\_\_\_\_
- A) file a grievance
  - B) reengineer the job
  - C) revise organization structure
  - D) collect more data
  - E) write job analysis
- 18) \_\_\_\_\_ refers to qualifications required to be hired for a job. 18) \_\_\_\_\_
- A) Job specification
  - B) Task identity
  - C) Job summary
  - D) Job design
  - E) Job enrichment
- 19) Which of the following is true about job description? 19) \_\_\_\_\_
- A) It includes the task analyzability associated with the job.
  - B) It includes the reporting relationships associated with the job.
  - C) It includes the integrating mechanism associated with job.
  - D) It includes the organization's rules, norms, and SOPs.
  - E) It includes the task significance associated with the job.
- 20) The knowledge, skills, and abilities required to adequately perform the tasks are referred to as: 20) \_\_\_\_\_
- A) job specifications
  - B) job analyses
  - C) positions analyses
  - D) job evaluations
  - E) performance appraisals
- 21) In addition to defining and describing jobs, descriptions of managerial/professional jobs often include more detailed information on the: 21) \_\_\_\_\_
- A) job evaluation and analysis processes
  - B) job redesign and correcting discrepancies
  - C) functional job analysis
  - D) performance appraisal and union affiliation
  - E) nature of the job, its scope, and accountability
- 22) The final step in the job analysis process is to: 22) \_\_\_\_\_
- A) revise job specifications
  - B) downsize the organization
  - C) enlarge the job
  - D) revise human resource plan
  - E) verify the accuracy of the resulting job descriptions

23) Obtaining consistent results regardless of the job analysis method used is a measure of: 23) \_\_\_\_\_  
A) acceptability  
B) flexibility  
C) reliability  
D) validity  
E) administration

24) The best way to ensure acceptance of job analysis results is: 24) \_\_\_\_\_  
A) to involve employees from other organizations in the process  
B) to involve outside consultants in the process  
C) to involve the unions in process  
D) to involve both supervisors as well as their subordinates in the process  
E) to involve only supervisors in the process

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

25) Job analysis provides the underlying information for preparing job descriptions and evaluating jobs. 25) \_\_\_\_\_

26) Job analysis is the process of establishing a job-based pay structure in an organization. 26) \_\_\_\_\_

27) The key issue for compensation decision makers is to ensure that the data collected serve the purpose of making decisions and are acceptable to the employees involved. 27) \_\_\_\_\_

28) A group of tasks performed by one person makes up a position. 28) \_\_\_\_\_

29) The most common way to collect job information is to ask the people who are doing a job to fill out a questionnaire. 29) \_\_\_\_\_

30) Whether through conventional analysis or a quantitative approach, completing a questionnaire requires considerable involvement on the part of both employees and supervisors. 30) \_\_\_\_\_

31) The number of incumbents per job from which to collect data remains the same irrespective of the job's stability. 31) \_\_\_\_\_

32) A job specification is a short paragraph that provides an overview of the nature of the job. 32) \_\_\_\_\_

33) The final step in the job analysis process is to consolidate job information of the resulting job descriptions. 33) \_\_\_\_\_

34) Quantitative job analysis is a systematic process that focuses exclusively on collecting information about an individual's mathematical skills. 34) \_\_\_\_\_

- 35) Reliability is a measure of the rightness of a job analysis. 35) \_\_\_\_\_
- 36) Validity examines convergence of results among different sources of data and methods. 36) \_\_\_\_\_
- 37) Information collected through one-on-one interviews is free of subjectivity. 37) \_\_\_\_\_

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 38) What is job analysis?
- 39) List the major decisions in designing a job analysis.
- 40) What are the two critical uses of job analysis?
- 41) Why do employers conduct job analysis?
- 42) Distinguish between a job and a task.
- 43) Define a position.
- 44) What is the most common way to collect job information for analysis?
- 45) Who is best suited for collecting information for job analysis?
- 46) What is the role of top management and unions in job analysis?
- 47) What is the final step in the job analysis process?
- 48) Name six ways to judge job analysis.

Answer Key

Testname: UNTITLED4

- 1) D
- 2) C
- 3) A
- 4) C
- 5) D
- 6) E
- 7) B
- 8) C
- 9) E
- 10) A
- 11) A
- 12) D
- 13) E
- 14) B
- 15) B
- 16) D
- 17) D
- 18) A
- 19) B
- 20) A
- 21) E
- 22) E
- 23) C
- 24) D
- 25) TRUE
- 26) FALSE
- 27) TRUE
- 28) TRUE
- 29) TRUE
- 30) TRUE
- 31) FALSE
- 32) FALSE
- 33) FALSE
- 34) FALSE
- 35) FALSE
- 36) TRUE
- 37) FALSE
- 38) The systematic process of collecting information related to the nature of a job is called job analysis.
- 39) The major decisions in designing a job analysis are: (1) Why are we collecting job information? (2) What information do we need? (3) How should we collect it? (4) Who should be involved? (5) How useful are the results?
- 40) The two critical uses of job analysis are: (1) Establishing similarities and differences in the content of jobs, and (2) Helping in establishing an internally fair and aligned job structure.
- 41) Job analysis provides managers a work-related rationale for pay differences. Employees who understand the rationale can better direct their behaviour toward organization objectives. Job analysis data also help managers defend their decisions when they are challenged. Job analysis is useful for most functions of human resources such as recruitment, selection, and training.

- 42) A job is a group of tasks performed by one person that make up the total work assignment of that person.  
A task is the smallest unit of analysis, a specific statement of what a person does.
- 43) A group of tasks performed by one person makes up a position.
- 44) The most common way to collect information is getting job incumbents to fill out questionnaires.
- 45) Collecting job analysis information through one-on-one interviews can be a thankless task. No matter how good a job you do, not everyone will be happy with the resulting job descriptions. Although organizations frequently assign the task to a new employee (often justifying the assignment on the grounds that it will help the new employee become familiar with the company's jobs), the analysis is better done by someone thoroughly familiar with the organization and its jobs, and trained in how to do the analysis properly.
- 46) In addition to involvement by analysts, job holders, and their supervisors, support of top management and unions is essential. They must be alerted to the cost of a thorough job analysis, its time-consuming nature, and the fact that changes may result after it is completed. For example, jobs may be combined or pay rates adjusted. If top management and unions are not willing to carry through, or at least to seriously weigh, any changes suggested by the job analysis, the process probably will not be worth the bother and expense.
- 47) The final step in the job analysis process is to verify the accuracy of the resulting job descriptions.  
Verification often involves the jobholders as well as their supervisors to determine whether the proposed job description is accurate and complete.
- 48) The six ways to judge job analysis are reliability, validity, acceptability, currency, usefulness and a judgement call.