

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

- 1) _____ is the process of systematically determining the relative worth of jobs to create a job structure for the organization. 1) _____
- A) Job processing
 - B) Factor weighting
 - C) Job description
 - D) Job structuring
 - E) Job evaluation
- 2) Which of the following is the first step in the process of determining an internal job structure? 2) _____
- A) job evaluation
 - B) assessing value
 - C) factor weighting
 - D) determining compensable factors
 - E) job analysis
- 3) _____ is the hierarchy of all jobs based on value to the organization which provides the basis for the pay structure. 3) _____
- A) Factor degree
 - B) Job structure
 - C) Job description
 - D) Work culture
 - E) Job process
- 4) An internal job structure based on _____ refers to the skills required for the job, its duties, and its responsibilities. 4) _____
- A) compensable factors
 - B) external market rates
 - C) job content
 - D) point methods
 - E) job value
- 5) An internal job structure based on _____ refers to the relative contribution of the skills, duties, and responsibilities of a job to the organization's goals. 5) _____
- A) external market rates
 - B) point methods
 - C) job value
 - D) compensable factors
 - E) job content

- 6) Which of the following is true about job evaluation? 6) _____
- A) It is used to establish an internally aligned pay structure.
 - B) It isolates each job's pay from its relative contribution to the organization.
 - C) It is seldom developed using benchmark jobs.
 - D) Typically, an employer evaluates all jobs in the organization at the same time.
 - E) Employers design a single evaluation plan for all types of work.
- 7) Which of the following is a characteristic of a benchmark job? 7) _____
- A) It employs a reasonable proportion of the workforce.
 - B) It is unique to a particular employer.
 - C) Its contents fluctuate frequently.
 - D) Its contents are little known.
 - E) It is the highest paid job in the industry.
- 8) Which of the following is a disadvantage of point method of job evaluation? 8) _____
- A) It compensable factors are not aligned with the organization's strategy.
 - B) It cannot be applied to non-benchmark jobs.
 - C) It can become bureaucratic and rule-bound.
 - D) Compensable factors do not communicate what is valued.
 - E) Basis for comparisons is not called out.
- 9) Which of the following is an advantage of the ranking method of evaluation? 9) _____
- A) It frees the process of evaluation from subjectivity.
 - B) It does not require the evaluator to know about all jobs under study.
 - C) It is fast, simple, and easy to explain.
 - D) It makes the criteria for evaluating jobs explicit.
 - E) It is best suited for a rapidly growing organization.
- 10) Which of the following methods of job evaluation is the fastest, simplest, and easiest to explain to employees? 10) _____
- A) ranking
 - B) classification
 - C) point method
 - D) benchmarking
 - E) absolute
- 11) _____ grades the highest- and lowest-valued jobs first, then the next highest- and lowest-valued jobs, repeating the process until all jobs have been graded. 11) _____
- A) Alternation ranking method
 - B) Classification method
 - C) Paired comparison method
 - D) Point method
 - E) Simple ranking method

- 12) The _____ lists all jobs across columns and down rows of a matrix, analyzing the two jobs in each cell and indicating which is of greater value, then ranking jobs based on the total number of times each is ranked as being of greater value. 12) _____
- A) classification method
 - B) point method
 - C) alternation ranking method
 - D) repeat point method
 - E) paired comparison method
- 13) Which of the following job evaluation methods is based on job class descriptions into which jobs are categorized? 13) _____
- A) point method
 - B) paired comparison method
 - C) simple ranking method
 - D) classification method
 - E) alternation ranking method
- 14) _____ are characteristics of a particular work that an organization values, that help it pursue its strategy, and that achieve its objectives. 14) _____
- A) Factor degrees
 - B) Compensable factors
 - C) Pursuable features
 - D) Factor weights
 - E) Job benchmarks
- 15) Which of the following is the first step in the design of a point plan for job evaluation? 15) _____
- A) determine factor weights
 - B) determine compensable factors
 - C) prepare a communication manual
 - D) establish plan for non-benchmark jobs
 - E) conduct job analysis
- 16) Which of the following is the final step involved in the design of a point plan for job evaluation? 16) _____
- A) communicate the plan and train users
 - B) prepare a communication manual
 - C) determine compensable factors
 - D) conduct job analysis
 - E) apply plan to non-benchmark jobs

- 17) Point plans represent a significant change from ranking and classification methods in that: 17) _____
- A) they cannot be applied to non-benchmark jobs
 - B) they do not involve conducting job analysis
 - C) they assign the task of evaluation to a single employee
 - D) they make explicit the criteria for evaluating jobs
 - E) they list jobs from highest to lowest based on a global definition of value
- 18) To select compensable factors, an organization: 18) _____
- A) conducts a gap analysis
 - B) completes a cultural assessment
 - C) requires that all staff conduct a self-evaluation
 - D) asks what it is about the work that adds value
 - E) interviews all staff to determine what is important to them
- 19) To be useful, compensable factors should be: 19) _____
- A) acceptable to the stakeholders affected by the resulting pay structure
 - B) based on the strategy of the organization's competitors
 - C) constant during major shifts in business strategies
 - D) based on the strategy but not the values of the organization
 - E) standardized across all employers
- 20) Which of the following is true about compensable factors? 20) _____
- A) The compensable factors used to slot jobs into the pay structure should be acceptable by employees; not stakeholders.
 - B) Differences in factors that are not based on the work itself diminishes the likelihood of challenges arising.
 - C) They should remain constant during major shifts in business strategies.
 - D) The compensable factors used to slot jobs into the pay structure should not be differentiated based on their importance.
 - E) Documentation supporting the choice of factors for different jobs provides the rationale why work is paid differently or the same.
- 21) Which of the following is a criterion used in scaling factors? 21) _____
- A) use sophisticated terminology in order to be perceived as important
 - B) ensure the degree is separated from the job
 - C) have no more than five degrees per factor
 - D) ensure the use of more than five degrees per factor
 - E) limit degrees to those necessary to distinguish between jobs

- 22) _____ reflect differences in importance attached to each factor by the employer. 22) _____
- A) Factor degrees
 - B) Value chains
 - C) Factor levels
 - D) Factor scales
 - E) Factor weights
- 23) In a point plan process, which of the following steps follows immediately after the design of the job evaluation plan is complete? 23) _____
- A) apply the plan to non-benchmark jobs
 - B) conduct job analysis
 - C) prepare a manual to communicate the plan
 - D) perform job description
 - E) determine compensable factors
- 24) _____ is a job evaluation method that assigns a number to each job, based on compensable factors that are numerically scaled and weighted. 24) _____
- A) Alternation ranking method
 - B) Point method
 - C) Classification method
 - D) Paired comparison method
 - E) Simple ranking method
- 25) Which of the following job evaluation methods has compensable factors, weights reflecting the relative importance of each factor, and factor degrees numerically scaled? 25) _____
- A) competency-based plan
 - B) classification
 - C) point method
 - D) paired comparison method
 - E) ranking

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

- 26) A job structure based on job content refers to the skills required for the job, its duties, and its responsibilities. 26) _____
- 27) Job content matters, but it is not the only basis for setting pay. 27) _____
- 28) Typically, employers evaluate all jobs in the organization at one time. 28) _____
- 29) To be sure that all relevant aspects of work are included in the evaluation, an organization may start with a sample of benchmark jobs. 29) _____
- 30) The contents of a benchmark job are not stable; they vary frequently. 30) _____

- 31) In point method of evaluation, compensable factors do not communicate what is valued. 31) _____
- 32) Ranking tells employees specifically what in their jobs is important. 32) _____
- 33) Alternation ranking and paired comparison methods are more reliable than simple ranking. 33) _____
- 34) Writing class descriptions is easiest when jobs from several job families are covered by a single plan. 34) _____
- 35) Compensable factors must be consistent with the organization's strategy and values. 35) _____
- 36) The last step involved in the point method of job evaluation is determining the compensable factors. 36) _____
- 37) The last step involved in the point method of job evaluation is determining the compensable factors. 37) _____
- 38) The last step involved in the point method of job evaluation is determining the compensable factors. 38) _____
- 39) The same job evaluation plan that has been developed using benchmark jobs must be applied to non-benchmark jobs. 39) _____
- 40) Organizations commonly have a single structure derived through multiple approaches that apply to different functional groups or units. 40) _____
- 41) The final result of the job analysis-job description-job evaluation process is a job structure, a hierarchy of work. 41) _____

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

- 42) Mention some major decisions in job evaluation.
- 43) Establish the difference between a job structure based on job content and one based on job value.
- 44) What are the characteristics of an internally aligned pay structure?
- 45) What are the characteristics of a benchmark job?
- 46) What are the most common job evaluation methods?
- 47) Mention a disadvantage of ranking.

- 48) List two ways of ranking job descriptions.
- 49) Describe the two common ways of ranking.
- 50) Use a book-shelf analogy to explain the classification job evaluation method.
- 51) What is a factor degree?
- 52) List the steps involved in the design of a point plan.
- 53) Describe the role of a union in the job evaluation process.

Answer Key

Testname: UNTITLED5

- 1) E
- 2) E
- 3) B
- 4) C
- 5) C
- 6) A
- 7) A
- 8) C
- 9) C
- 10) A
- 11) A
- 12) E
- 13) D
- 14) B
- 15) E
- 16) E
- 17) D
- 18) D
- 19) A
- 20) E
- 21) E
- 22) E
- 23) C
- 24) B
- 25) C
- 26) TRUE
- 27) TRUE
- 28) FALSE
- 29) TRUE
- 30) FALSE
- 31) FALSE
- 32) FALSE
- 33) TRUE
- 34) FALSE
- 35) TRUE
- 36) FALSE
- 37) FALSE
- 38) FALSE
- 39) TRUE
- 40) FALSE
- 41) TRUE
- 42) Some major decisions in job evaluation are:

- Establishing purpose of evaluation
- Deciding whether to use single or multiple plans
- Choosing among alternative approaches
- Obtaining involvement of relevant stakeholders
- Evaluating plan's usefulness

- 43) A structure based on job content refers to the skills required for the job, its duties, and its responsibilities. A structure based on job value refers to the relative contribution of the skills, duties, and responsibilities of a job to the organization's goals.
- 44) An internally aligned pay structure supports organizational strategy, supports the workflow, is fair to employees, and directs their behaviour toward organization objectives.
- 45) A benchmark job has the following characteristics:
- Its contents are well known and relatively stable over time.
 - The job is common to a number of employers; i.e., it is not unique to a particular employer.
 - A reasonable proportion of the workforce is employed in this job.
- 46) Ranking, classification, and point method are the most common job evaluation methods.
- 47) It becomes cumbersome as number of jobs increases.
- 48) Alternation ranking and paired comparison.
- 49) Two ways of ranking are common: alternation ranking and paired comparison. The alternation ranking method orders job descriptions alternately at each extreme. Agreement is reached among evaluators on which jobs are the most and least valuable, then the next most and least valuable, and so on, until all jobs have been ordered. The paired comparison method uses a matrix to compare all possible pairs of jobs. The higher-ranked job is entered in the cell of the matrix. When all comparisons have been completed, the job most frequently judged "more valuable" becomes the highest-ranked job, and so on.
- 50) Picture a bookcase with many shelves. Each shelf is labelled with a paragraph describing the kinds of books on that shelf and, perhaps, one or two representative titles.
- 51) A factor degree is the description of several different degrees or levels of a compensable factor in jobs; a different number of points is associated with each degree/level.
- 52) The six steps involved in the design of a point plan are:
1. Conduct job analysis.
 2. Determine compensable factors.
 3. Scale the factors.
 4. Weight the factors according to importance.
 5. Communicate the plan and train users; prepare manual.
 6. Apply to non-benchmark jobs.
- 53) Organizations with unions often find it advantageous to include union representation as a source of ideas and to help promote acceptance of the results. However, some union leaders believe that philosophical differences prevent their active participation. They take the position that collective bargaining yields more equitable results. As a result, the extent of union participation varies.