Lesson Objectives

After completing this lesson, you should be able to do the following:
1. Define job analysis and describe its relationship to the development of job descriptions and job specifications
2. Demonstrate a working knowledge of the various uses and types of job analysis information
3. Outline the steps involved in a typical job analysis
4. Describe how job analysis is an important consideration in the work of a human resource department

Key Terms
- critical incident method
- DOT
- functional job analysis
- job
- job analysis
- job specification
- job description
- job family
- job-element methods
- KSAs (knowledge, skills, and abilities)
- occupation
- position analysis questionnaire
- position
- task

Lesson Introduction

This is a very important chapter, as job analysis lies near the core of nearly all human resource management activity. Poorly done (or absent) job analyses can be very costly to an organization, while a thorough job analysis provides benefits throughout. For the most part, the steps in a job analysis are fairly straightforward. There are several approaches that an employer can take, each with its strengths and weaknesses. It is important for you to understand: (1) why job analysis is so critical; (2) what considerations need attention in planning job analysis; (3) what the various options/methods/techniques are; (4) how a job analysis is used ultimately in other human resource management functions (this ties back to point 1). Also, there is a considerable amount of vocabulary for you to digest in this chapter. It is very important that you understand these terms, most of which you will see again in this course. That is why the homework for this chapter includes a number of definitions.
Lesson 6: Job Analysis

Reading Assignment

Anthony, Perrewé, and Kacmar, Chapter 6.

Self Check

Do not submit answers to these questions with your lesson. These questions are designed to give you an opportunity to check your own progress. Grade your self check using the answers provided in Appendix II.

_____ 1. Which of the following represents a strategic choice an organization can make with respect to job analysis?
A. formality
B. degree of tie with corporate strategy
C. past oriented vs. future oriented
D. make vs. buy
E. interviews vs. observation

_____ 2. If employees are too uninvolved in the job-analysis process:
A. inflation of duties may occur
B. anxiety will be decreased
C. valuable information will be missed
D. the process will become too expensive
E. the process will most likely never be completed.

_____ 3. A task is comprised of:
A. employee attributes
B. task behaviors
C. different positions
D. A and B only
E. A and C only.

_____ 4. Job descriptions describe all of the following except:
A. duties
B. responsibilities
C. skills
D. working conditions
E. activities of a particular job.

Questions are not broken between pages. If a question breaks at the bottom of the page, it should be forced to the next page. That should be done using the Keep Together function on the Format menu. Do not use a series of hard returns.
Lesson 6: Job Analysis

5. Which is true of the relationship between job analysis and job evaluation?
   A. Job analysis is an output of job evaluation.
   B. Job evaluation is an output of job analysis.
   C. Job evaluation is an input into job analysis.
   D. Job analysis is an input into job evaluation.
   E. They are unrelated activities.

6. Which of the following data-collection methods is most costly and time consuming?
   A. observations
   B. interviews
   C. computer simulation
   D. questionnaires
   E. checklists

7. All of the following are structured questionnaires except:
   A. PAQ
   B. MPDQ
   C. FJA
   D. MBO.

8. Job-element job analysis methods can be contrasted directly with:
   A. standardized, job analysis methods
   B. position-specific, job analysis methods
   C. worker-oriented, job analysis methods
   D. interviews
   E. observation techniques.

9. What do critical-incident techniques and the job-element method have in common?
   A. They are both position specific.
   B. They are both structured.
   C. They are both interviews.
   D. They are both observation techniques.
   E. They are both job-related.
Lesson Assignment

Answers to these questions must be submitted for Lesson 6.

Part I: Definitions. Please give a brief definition of each of the terms listed below. (5 points each)

1. job family
2. future-oriented job analysis
3. job description
4. job specification
5. standardized job analysis method
6. KSAs
7. job evaluation

Part II: Short answer. (15 points each)

1. Describe the steps involved in the job analysis process.

2. What is the relationship among job analysis, job specifications, and job descriptions?

3. What factors need to be considered in determining the method of job analysis to be used?

Part III: Long Answer (suggested length of answer 250-400 words). (20 points)

1. Discuss in some detail the ways in which the job analysis process is related to strategic management of an organization.