Chapter 3  
Job Analysis

-Job analysis
  -Procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for the job

-Job description
  -The list of job’s duties/responsibilities/reporting relationship/work condition/supervisory responsibilities
    -Job duties
    -Responsibilities
    -Reporting
    -Work condition

-Job specification
  -List of “Human requirements” of the job
    -Includes education/skills/personality

-Information collected through job analysis

-Uses of job analysis information
  -Recruitment and selection
  -Compensation
    -Helps in determining the right balance in equity theory
  -Performance appraisal
    -Job analysis sets up performance standards
  -Training
    -Ensure complete assignment of duties
    -Each job analysis pinpoints managers duties

-Position analysis questionnaire
  -A questionnaire used to collect quantifiable data concerning the duties and responsibilities of a various jobs
- Writing job description
  - Written statement regarding
    - What the jobholder actually does
    - How he/she does it

-Bodies of job description
  - Job identification
    - Includes info regarding the job title
    - Job identification includes these

    - Dept. of labor may ask for this job description for any reason and the company has be ready to produce if the motion is legal
    - Info from here may help in settling discrimination acts

  - Job summary
    - Briefly describes the general nature of the job
    - Only the major functions and objectives are written

  - Relationships
    - Statements that defines the jobholder’s relationships with others insiders and outsiders of the org.

  - Responsibilities and duties
    - Presents the detailed list of duties and responsibilities

  - Authority
    - Lists jobholder’s authority in the area of decision making, supervision of personnel, and budget
    - It may also list the maximum amount of money the jobholder can disburse
- Standards of performance
  - Lists the standards of performance an employee is expected to achieve

- Working conditions
  - Some job description may contain the physical working conditions involved in the job

- Some guidelines for job descriptions
  - Indicate scope of authority
  - Recheck
    - Make sure you have fulfilled the legal obligations and make sure that the jobholder will understand your tone and language

- Writing job specification
  - Deals with these
    - What human traits and experience needed
    - What type of person to recruit
    - Qualities of a person that needed to be tested
  - Specifications for trained employees are much easier
  - Specifications for untrained workers (IF WE ARE TO TRAIN THEM) are quite difficult

- Job specification based on judgment
  - Mainly based upon educated guess
  - Here HM managers ask themselves how many yrs of experience may be required
  - What level of education may be needed etc.

- Job specification based on statistical analysis
  - Identifies relationship between human trait as height, intelligence etc. with job effectiveness
  - This statistical steps has five steps
-Job
  -Defined a set of closely related activities carried out for pay
    -It can be without pay too (volunteer work)

-Job enlargement
  -Assigning workers additional same level activities so as to increase the number of activities performed

-Job rotation

-Job enrichment
  -Best way to motivate a worker as per Frederik Herzberg
  -Offers an employee with growth, achievement, and more responsibilities
  -Five ways to promote enrichment
    -Form natural work teams
      -Each person owns an identifiable body of work
    -Combine tasks
    -Establish of the clients
      -Here the worker has contact as often as possible with the customer of the product
    -Open feedback channel

-De-jobbing
  -Means more and more jobs are cross functional in nature that it is almost difficult to put it in clear cut terms and conditions
  -Responsibilities lie in many areas that are cross-functional too

-Recent tend in modern organizations