

Chapter 3 Defining and Designing the Work

MULTIPLE CHOICE

1. In defining work, what does the line manager determine?
- a. the rank order of positions in the organization
 - b. the method of job analysis to be used
 - c. the rate of pay for jobs
 - d. the tasks and activities to be performed

ANS: D PTS: 1 REF: 78 OBJ:
1

BLM: R

2. In the future, what will companies use to describe the work to be done instead of focusing on job descriptions?
- a. work profiles
 - b. roles
 - c. competencies
 - d. position

ANS: A PTS: 1 REF: 78 OBJ:
1

BLM: R

3. What are two reasons that the line manager should take the primary role in defining work?
- a. because the line manager is responsible for defining performance standards and rate of pay
 - b. because the line manager determines the duties to be performed and knows what skills the job requires
 - c. because the line manager knows what knowledge the job requires and the rate of pay
 - d. because the line manager determines the tasks to be performed and the rate of compensation

ANS: B PTS: 1 REF: 78 OBJ:
1

BLM: HO

4. Which of the following HRM processes does NOT make use of information about the work or job?

- a. training and development
- b. recruitment and selection
- c. information systems requirements
- d. performance evaluation

ANS: C PTS: 1 REF: 79 OBJ:
2
BLM: R

5. What do the duties of a job consist of, ideally?

- a. related tasks among various jobs
- b. tasks and activities that are distinct from each other
- c. natural units of work that are similar and related
- d. a blend of complex and routine tasks

ANS: C PTS: 1 REF: 79 OBJ:
2
BLM: R

6. Which best describes the relationship between job requirements and HRM processes?

- a. Job design effects can correct almost all employee motivation problems.
- b. All HRM processes use information on jobs.
- c. A major use of job analysis information is to identify performance deficiencies.
- d. Unions generally use job information from job analysis

ANS: B PTS: 1 REF: 79 OBJ:
2
BLM: R

7. What is the name of the Canadian Federal Government standardized job description online database, containing over 25,000 occupational profiles?

- a. Job Occupational Guide (JOG)
- b. Dictionary of Careers (DOC)
- c. National Occupational Classification (NOC)
- d. Job Classification Guide (JCG)

ANS: C PTS: 1 REF: 79 OBJ:

2

BLM: HO

8. A manager is having difficulty distinguishing between a job position, a job, or work. Which phrase best defines a job?

- a. A group of related work activities and duties.
- b. The specific duties and responsibilities performed by one employee.
- c. The knowledge, skills, and abilities required to perform work.
- d. The tasks, duties and responsibilities that need to be completed.

ANS: A PTS: 1 REF: 78 OBJ:

2

BLM: HO

9. A manager is having difficulty distinguishing between a job position, a job, or work. Which phrase best defines a position?

- a. A collection of positions with related job activities and duties.
- b. The specific duties and responsibilities performed by one employee.
- c. The knowledge, skills, and abilities required to perform work.
- d. The tasks, duties and responsibilities that need to be completed.

ANS: B PTS: 1 REF: 78 OBJ:

2

BLM: HO

10. A manager is having difficulty distinguishing between a job position, a job, or work. Which phrase best defines work?

- a. A group of related job activities and duties.
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- d. The tasks, duties and responsibilities that need to be completed.

ANS: D PTS: 1 REF: 78 OBJ:

2

BLM: HO

11. Why is job analysis called the cornerstone of HRM?

- a. it links HR strategy with HR processes
- b. the information obtained is proactive
- c. the information it collects serves so many HRM functions
- d. it is required by law

ANS: C PTS: 1 REF: 79 OBJ:
3
BLM: HO

12. What is the process of obtaining information about job-duties, tasks, or activities called?

- a. job design
- b. job analysis
- c. job search
- d. job description

ANS: B PTS: 1 REF: 79 OBJ:
3
BLM: R

13. Whose primary responsibility is conducting job analysis, usually?

- a. the accounting department
- b. the HR department
- c. the line supervisor
- d. the job incumbent

ANS: B PTS: 1 REF: 79 OBJ:
3
BLM: R

14. Which of the following is NOT an objective accomplished through job analysis?

- a. establishing the job-relatedness of selection requirements
- b. eliminating discrepancies between internal wage rates and market rates
- c. providing criteria for evaluating the performance of an employee
- d. determining the relative worth of a job

ANS: B PTS: 1 REF: 79 OBJ:
3
BLM: HO

15. What is a job analysis?

- a. the knowledge, skills, abilities and other attributes that are needed by a job incumbent to do well on a job
- b.

the process of collecting information about jobs by determining the duties and tasks for the purpose of recruitment and training

- c. a systematic process for gathering, documenting and analyzing data about the work required for a job
- d. the gathering of job information about all the jobs in an organization

ANS: C PTS: 1 REF: 79 OBJ:
3

BLM: HO

16. What is job specification data?

- a. Job specification data includes the knowledge, skills, abilities and other attributes that are needed by a job incumbent to do well on a job.
- b. Job specification data is information about jobs that is primarily used to outline the job incumbent's responsibilities.
- c. Job specification data is information about jobs that is primarily used to outline the job purpose and duties.
- d. Job specification data includes information about the whole job, not just the parts of the job.

ANS: A PTS: 1 REF: 81 OBJ:
3/4

BLM: HO

17. What data would you need to consider in writing a job specification?

- a. job performance standards
- b. job responsibilities and tasks
- c. job predictor criteria and data
- d. working conditions and mental effort

ANS: D PTS: 1 REF: 81 OBJ:
4

BLM: HO

18. What data would you need to consider in writing the job description if it excluded the job specifications?

- a. job skills required
- b. job responsibilities and tasks
- c. working conditions and physical and mental
- d. education and experience

ANS: B PTS: 1 REF: 80 OBJ:
4
BLM: HO

19. Job description information can be collected through interviews. For what section of the job description would information be provided by asking questions such as “What tasks do you perform every day?” ?
- a. essential duties and responsibilities
 - b. summary
 - c. job specifications
 - d. standards of performance

ANS: A PTS: 1 REF: 81 OBJ:
4
BLM: HO

20. For what section of the job description would information be provided by asking a job information question such as “Why does your job exist?” ?
- a. essential duties and responsibilities
 - b. summary
 - c. job specifications
 - d. standards of performance

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: HO

21. For what section of the job description would information be provided by asking a job analysis question such as “What knowledge or skills are required to successfully fulfill your job responsibilities?”
- a. essential duties and responsibilities
 - b. summary
 - c. job specifications
 - d. standards of performance

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: HO

22. For what section of the job description would information be provided by asking a job analysis question such as “Describe two or three difficult problems that you must solve to get your job done?”

- a. essential duties and responsibilities
- b. summary
- c. job specifications
- d. standards of performance

ANS: D PTS: 1 REF: 81 OBJ:
4
BLM: HO

23. What are job descriptions?

- a. written documents that list the different duties, tasks, and responsibilities that make up a job
- b. written documents that list the performance standards to successfully complete a job
- c. written documents that list the educational background and skills required to do the job
- d. written documents that list the work experience required to do the job

ANS: A PTS: 1 REF: 81 OBJ:
4
BLM: R

24. What is the term for a statement of the knowledge, skills, and abilities required to perform a job?

- a. job requirement
- b. job position
- c. job specification
- d. job objective

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: R

25. What is NOT included in most job descriptions?

- a. a job duty section
- b. a job evaluation section
- c. a job title

d. a job summary

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: R

26. What should a job title NOT do?

- a. indicate the level within the occupational hierarchy occupied by the job holder
- b. include the name of the job incumbent
- c. indicate the duties involved in the job
- d. allow employees to feel important

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: R

27. What is the section of a job description known as that describes the overall purpose of the job?

- a. job title
- b. job summary
- c. job specifications
- d. job duties and responsibilities

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: R

28. What is the section of a job description known as that describes what activities are performed on the job?

- a. job title
- b. job summary
- c. job specifications
- d. job duties and responsibilities

ANS: D PTS: 1 REF: 81 OBJ:
4
BLM: R

29. What is the section of a job description known as that describes the knowledge and skills required to perform the job?

- a. job title
- b. job summary

- c. job specifications
- d. job duties and responsibilities

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: R

30. What is the section of a job description known as that describes the working conditions of the job?

- a. job title
- b. job summary
- c. job specifications
- d. job duties and responsibilities

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: R

31. What is the section of a job description known as that describes the health and safety hazards related to the job?

- a. job title
- b. job summary
- c. job specifications
- d. job duties and responsibilities

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: R

32. In what order are the statements covering job duties in the job description usually arranged?

- a. order of importance
- b. numerical order
- c. sequential order
- d. alphabetical order

ANS: A PTS: 1 REF: 70 OBJ:
4
BLM: R

33. What does the job specification section describe?

- a. skill and physical demands

- b. skill and physical outputs
- c. age and physical demands
- d. experience and mental demands

ANS: A PTS: 1 REF: 71 OBJ:
4

BLM: R

34. Which of the following is NOT a problem frequently associated with job descriptions?

- a. they tend to broaden the scope of activities of the jobholder
- b. they require frequent updating
- c. they may be vague or poorly written
- d. they include illegal specifications

ANS: A PTS: 1 REF: 82 OBJ:
4

BLM: HO

35. What does Human Rights legislation require a job's specific performance requirements to be based on?

- a. common practices in industry
- b. the National Occupational Classifications
- c. past practices
- d. valid job-related criteria

ANS: D PTS: 1 REF: 84 OBJ:
4

BLM: HO

36. What does Human Rights legislation require of employers?

- a. to ensure equal pay for work of equal value
- b. to provide equal orientation and training opportunities to employees who do not meet minimum job requirements
- c. to show that job specifications match the requirements and duties of the job
- d. to conduct employee performance reviews based on the job duties and responsibilities

ANS: C PTS: 1 REF: 84 OBJ:
4

BLM: HO

37. Typically, what is NOT accomplished by standards of performance?

- a. establishment of management's right to take corrective actions
- b. elimination of rater bias in performance evaluation
- c. clarification of job requirements and minimization of misunderstandings
- d. setting out of the expected results of the job

ANS: B PTS: 1 REF: 85 OBJ: 4

BLM: HO

38. What job description approach do organizations in dynamic and changing work environments use that considers the characteristics of successful performers rather than standard job duties?

- a. future-oriented approach
- b. living job description approach
- c. strategic-oriented approach
- d. competency-based approach

ANS: D PTS: 1 REF: 85 OBJ: 4

BLM: HO

39. What job description approach do organizations in dynamic and changing work environments use that considers how jobs should be restructured to meet future organizational requirements rather than standard job duties and responsibilities?

- a. dynamic job analysis approach
- b. living job description approach
- c. strategic-oriented approach
- d. competency-based approach

ANS: C PTS: 1 REF: 85 OBJ: 4

BLM: HO

40. What job description approach do organizations operating in fast-moving environments use that focuses on standards of performance by describing how the work is to be done and what results are expected on a regular basis?

- a. future-oriented approach

- b. living job description approach
- c. strategic-oriented approach
- d. competency-based approach

ANS: B PTS: 1 REF: 85 OBJ:
4

BLM: HO

41. Which of the following is a job description approach that you can use in environments where job data quickly becomes inaccurate and outdated?

- a. change management approach
- b. performance approach
- c. dynamic approach
- d. competency-based approach

ANS: D PTS: 1 REF: 85 OBJ:
4

BLM: HO

42. What would you include in the job summary section of a job description?

- a. a description of the primary purpose of the job
- b. a narrative that lists the major job duties
- c. a description of the major job requirements
- d. a summary of the KSAOs into 3 to 4 lines

ANS: A PTS: 1 REF: 81 OBJ:
4

BLM: HO

43. What would you include in the job duties section of a job description?

- a. a description of the competencies required to perform the job
- b. the responsibilities entailed and results to be accomplished in the job
- c. the KSAOs that employees must possess
- d. the physical and mental demands of the job

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: HO

44. What would you include in the job specifications section of a job description?

- a. a description of the competency framework
- b. the responsibilities entailed and results to be accomplished in the job
- c. the specific performance tasks required to perform the job
- d. the KSAOs that employees must possess in order to perform the work tasks

ANS: D PTS: 1 REF: 81 OBJ:
4

BLM: HO

45. How would you ensure that the job duties section of a job description was written correctly?

- a. use specific statements listed in order of importance
- b. include the performance requirements
- c. include the specific physical and mental demands of the job
- d. use of complete sentences to ensure the duties and responsibilities are measurable

ANS: A PTS: 1 REF: 81 OBJ:
4

BLM: HO

46. What can the information on job requirements be used to develop?

- a. recruitment practices
- b. job advertisements
- c. job descriptions
- d. HR policies and procedures

ANS: B PTS: 1 REF: 81 OBJ:
5

BLM: HO

47. Which HRM activity is job analysis NOT related to?

- a. production planning and expediting
- b. compensation and benefits
- c. training, development, and performance evaluation
- d. recruitment and selection

ANS: A PTS: 1 REF: 79 OBJ:
5

BLM: R

48. Which statement about the usefulness of job analysis is NOT accurate?

- a. Job analysis data is useful for developing performance evaluation tools.
- b. Job analysis data is helpful in making pay rate decisions.
- c. Job analysis data is helpful in ensuring a firm's compliance with human rights legislation.
- d. Job analysis data is more useful in large firms than in small ones.

ANS: D PTS: 1 REF: 79 OBJ:
5

BLM: HO

49. What does the selection process use job analysis information for?

- a. to determine which interviewing method to use
- b. to identify selected personality traits
- c. to specify the criteria that will be used to measure the qualifications of job applicants
- d. to decide whether or not to administer employment tests

ANS: C PTS: 1 REF: 86 OBJ:
5

BLM: HO

50. By comparing the knowledge, skills, and abilities (KSAs) identified by job analysis with those that employees bring to the job, managers can determine the gap that exists. What is this information especially useful for?

- a. union negotiations
- b. determining the jobs salary scale
- c. training and development initiatives
- d. establishing selection criteria

ANS: C PTS: 1 REF: 87 OBJ:
5

BLM: HO

51. What section of the job description describes the qualifications required of applicants recruited for a job opening?

- a. job title
- b. job summary
- c. job specifications

d. job duties and responsibilities

ANS: C PTS: 1 REF: 86 OBJ:
5
BLM: HO

52. What section of the job description defines “who” will be successful doing the job, and provides a basis for attracting qualified applicants?

- a. job title
- b. job summary
- c. job specifications
- d. job duties and responsibilities

ANS: C PTS: 1 REF: 86 OBJ:
5
BLM: HO

53. What is the human resource function called when a manager uses the information on the job description as a basis to compare the skills and abilities of each applicant?

- a. recruitment
- b. selection
- c. training and development
- d. performance standards

ANS: B PTS: 1 REF: 86 OBJ:
5
BLM: HO

54. What is the human resource function called when a manager uses the information on the job description as a basis to identify any discrepancies between the knowledge, skills, and abilities demonstrated by a jobholder and the requirements contained in the description and specification for that job?

- a. recruitment
- b. selection
- c. training and development
- d. performance standards

ANS: C PTS: 1 REF: 87 OBJ:
5
BLM: HO

55. What is the human resource function called when a manager uses the information on the job description as a basis for evaluating the performance of the jobholder?

- a. job feedback
- b. job evaluation
- c. compensation
- d. performance reviews

ANS: D PTS: 1 REF: 88 OBJ:
5

BLM: HO

56. What is the human resource function called when a manager uses the information on the job description as a basis for identifying the physical and mental capabilities required to perform the job, and the work environment conditions to ensure jobs are performed safely?

- a. legal issues
- b. health and safety
- c. safety training and development
- d. performance management

ANS: B PTS: 1 REF: 88 OBJ:
5

BLM: HO

57. What is the human resource function called when a manager uses the information on the job description and specifications as a basis for evaluating the relative worth of the job?

- a. performance reviews
- b. compensation
- c. performance evaluation
- d. performance management

ANS: B PTS: 1 REF: 88 OBJ:
5

BLM: HO

58. What is the human resource function called when a manager uses the information on the job description and specifications to determine the rate in which the job is paid?

- a. performance reviews
- b. compensation
- c. performance evaluation
- d. pay equity

ANS: B PTS: 1 REF: 88 OBJ:
5
BLM: HO

59. What is the process of systematically defining and arranging tasks, roles, and other processes to achieve employee goals and organizational effectiveness?

- a. job analysis
- b. organizational design
- c. job evaluation
- d. job design

ANS: D PTS: 1 REF: 89 OBJ:
6
BLM: R

60. Which of the following is NOT a consideration in job design?

- a. process engineering considerations
- b. HR metrics
- c. organizational objectives
- d. ergonomic considerations

ANS: B PTS: 1 REF: 89 OBJ:
6
BLM: R

61. Which of the following is a consideration in job design?

- a. HRIS
- b. HR metrics
- c. organizational objectives
- d. HR planning

ANS: C PTS: 1 REF: 89 OBJ:
6

BLM: R

62. Which of the following is a consideration in job design?

- a. production engineering
- b. HR metrics
- c. organizational development
- d. ergonomic considerations

ANS: D PTS: 1 REF: 89 OBJ:
6

BLM: R

63. Which of the following is a consideration in job design?

- a. engineering training
- b. HR metrics
- c. industry knowledge
- d. behavioural considerations

ANS: D PTS: 1 REF: 89 OBJ:
6

BLM: R

64. What does the job characteristics model examine?

- a. the ergonomic considerations of job design
- b. the job satisfaction considerations of job design
- c. the efficiency considerations of job design
- d. the technological considerations of job design

ANS: B PTS: 1 REF: 90 OBJ:
6

BLM: R

65. Which of the following is NOT a dimension of the job characteristics model?

- a. skill variety
- b. autonomy
- c. task intensity
- d. feedback

ANS: C PTS: 1 DIF: Key Terms
REF: 90
OBJ: 6 BLM: R

66. Which of the following is a dimension of the job characteristics model?

- a. skill variety
- b. goal setting
- c. task intensity
- d. active practice

ANS: A PTS: 1 REF: 90 OBJ: 6

BLM: R

67. Which of the following is a dimension of the job characteristics model?

- a. readiness
- b. autonomy
- c. task intensity
- d. individual differences

ANS: B PTS: 1 REF: 90 OBJ: 6

BLM: R

68. What is one dimension of the job characteristics model?

- a. engagement
- b. modelling
- c. task intensity
- d. feedback

ANS: D PTS: 1 REF: 90 OBJ: 6

BLM: R

69. What is the term for any effort that makes work more rewarding or satisfying by adding higher-order responsibilities to an employee's job?

- a. job characteristics
- b. job enlargement
- c. job enrichment
- d. job rotation

ANS: C PTS: 1 REF: 89 OBJ:

6

BLM: R

70. Which of the following are two job design strategies?

- a. job rotation and job enlargement
- b. leadership teams and job requirements
- c. job crafting and staffing forecasts
- d. job analysis and job crafting

ANS: A PTS: 1 REF: 89 OBJ:

6

BLM: HO

71. Which of the following are two job design strategies?

- a. job analysis and job enlargement
- b. leadership teams and job crafting
- c. job crafting and team analysis
- d. job analysis and job crafting

ANS: B PTS: 1 REF: 89 OBJ:

6

BLM: HO

72. What two characteristics do all group techniques that involve employees more fully in their organizations have in common?

- a. enhancing communications and increasing commitment
- b. enhancing collaboration and increasing synergy
- c. increasing motivation and enhancing strategy
- d. increasing individualism and enhancing collaboration

ANS: B PTS: 1 REF: 90 OBJ:

7

BLM: HO

73. What must managers do in order to successfully implement work designs for group contributions?

- a. effectively micro-manage teams
- b. actively support two-way communications
- c. limit the number of suggestions
- d. discourage risk-taking

ANS: B PTS: 1 REF: 91 OBJ:
7
BLM: HO

74. What must managers do in order to successfully implement work designs for group contributions?
- a. effectively micro-manage teams
 - b. ensure the use of technology
 - c. be open to suggestions
 - d. discourage team risk-taking

ANS: C PTS: 1 REF: 91 OBJ:
7
BLM: HO

75. What must managers do in order to successfully implement work designs for group contributions?
- a. effectively micro-manage teams
 - b. ensure individual communication channels
 - c. encourage team suggestions and limit individual suggestions
 - d. encourage risk-taking

ANS: D PTS: 1 REF: 91 OBJ:
7
BLM: HO

76. What is the term for involving employees in their work by granting them power to initiate change and encouraging them to take charge of what they do?
- a. job enrichment
 - b. employee empowerment
 - c. change management
 - d. employee engagement

ANS: B PTS: 1 REF: 92 OBJ:
7
BLM: HO

77. What is the term used to define “pushing down decision-making responsibility to those close to internal and external customers”?
- a. employee empowerment

- b. job enlargement
- c. decision making authority
- d. employee engagement

ANS: A PTS: 1 REF: 92 OBJ:
7

BLM: HO

78. What is the term used to define an employee who is committed and dedicated to the organization, where the organization has truly captured the total person in achieving organizational outcomes?

- a. employee empowerment
- b. employee commitment
- c. employee accountability
- d. employee engagement

ANS: D PTS: 1 REF: 93 OBJ:
7

BLM: HO

79. What following three dimensions define organizational justice?

- a. employee justice, process justice and compensation justice
- b. accountable justice, process justice and pay justice
- c. distributive justice, procedural justice and interactional justice
- d. distributive justice, policy justice and interactional justice

ANS: C PTS: 1 REF: 94 OBJ:
7

BLM: HO

80. What are groups of employees known as who are accountable for a “whole work process or segment that delivers a product to an internal or external customer”?

- a. an autonomous work group
- b. a process-improvement team
- c. an employee involvement group or quality circle
- d. a cross-functional team

ANS: C PTS: 1 REF: 896 OBJ:
7

BLM: R

81. What is the main purpose of a task force team?

- a. to enhance productivity in processes
- b. to design a new product or service
- c. to immediately resolve a major problem
- d. to share ideas with other specialists

ANS: C PTS: 1 REF: 96 OBJ:
7
BLM: R

82. Which of the following has NOT been identified with team success?

- a. top down communication
- b. commitment to shared goals and objectives
- c. consensus decision making
- d. valuing individuals for their diversity

ANS: A PTS: 1 DIF: Key Terms
REF: 95
OBJ: 7 BLM: R

83. Which of the following lists two forms of employee teams?

- a. product and service department teams
- b. cross-functional and project teams
- c. external and internal teams
- d. career and department teams

ANS: B PTS: 1 REF: 96 OBJ:
7
BLM: R

84. Which of the following lists two forms of employee teams?

- a. product and service department teams
- b. leadership and surgical teams
- c. external and internal work force teams
- d. self-directed and organizational -directed teams

ANS: B PTS: 1 REF: 96 OBJ:
7
BLM: R

85. Although work teams can have positive effects on an organization's productivity, sometimes teams cause problems. Which situation would NOT be a work-team-related problem?

- a. subordinates end up accepting some job duties formally carried out by their superior
- b. the development of work teams can be expensive
- c. the technology used by an organization may not be conducive to the development of work teams
- d. the usual supervisor-subordinate relationships are altered within a work team setting

ANS: A PTS: 1 REF: 96 OBJ: 7

86. What is NOT part of the role of the line manager in job design and employee contribution?

- a. checking thoroughly all decisions made by employees before they are implemented
- b. adapting to the role of being a leader, coach, and facilitator
- c. finding ways to support and enhance employee contribution initiatives
- d. understanding employee empowerment, employee involvement, and employee teams

ANS: A PTS: 1 DIF: Understanding

REF: 91 OBJ: 7

Scenario 3.1: Make a Splash

You are the newly hired Out of School Supervisor reporting to the Child Care Manager at the new H2O recreation complex in the growing community of Northfield in northern Saskatchewan. The new child care program is just one of the many Y programs that range from swimming and fitness to youth leadership and outdoor programs. The Director of the complex plans to offer over 50 new 'first time' programs this upcoming fall and winter so that the community has activities to enjoy during the cold seasons. The community spent several years working with the YMCA–YWCA's to raise funds to build this recreation centre with the goal to help build a healthier community.

Your new job requires you to hire, supervise and manage the performance of all the childcare leaders in the proposed day camps, preschool programs and the two out of school care programs. These programs would provide child care to more than 110 families. You anticipate that you will require 15 new part-time and 5 full-time child care leaders as well as 1 part-time clerk and 1 full-time office administrator. What is most important is that all the newly hired childcare leaders not only assist in providing lots of fun and play-based educational programming, but also ensure that the children's safety and supervision occurs according to provincial licensing requirements and standards at all times. Criminal record checks will be conducted. Childcare leaders must be 19 years of age (licensing standards), with a minimum of 1 year childcare-related experience, have a current First Aid and CPR certificate, and have completed a course or a combination of courses of a least 40 hours duration in child development, health and safety, and nutrition. Further certification and education in a child centred discipline is considered an asset.

The Director stated that a few sample job advertisements had been collected from other Ys but that they have not had time to write job descriptions for any of the new jobs. The Director gave you a copy of the local newspaper advertisement for the 7 lifeguard positions which simply listed the lifeguard certifications required. The Director stated that job descriptions are of limited value because they are time-consuming to write and would inhibit the new childcare leaders' and lifeguards' flexibility to do the wide range of tasks required of them when opening a new facility, but then left the decision to write or not to write job descriptions up to you. You decide to write job descriptions.

87. Please refer to Scenario 3.1. Who has the decision-making responsibility and authority concerning hiring?

- a. the Director
- b. the Out of School Supervisor
- c. the Childcare Manager
- d. both the Director and Out of School Supervisor

ANS: B

*To evaluate if students understand the interconnectedness between HRM functions (the other chapters).

PTS: 1 REF: 78

OBJ: 1|*Chapter 1: Line Manager and HRM Authority

BLM:

HO

88. Please refer to Scenario 3.1. Who has the decision-making responsibility and authority concerning job descriptions?

- a. the Director
- b. the Out of School Supervisor
- c. the Childcare Manager, Out of School Supervisor, and Director
- d. the Childcare Manager

ANS: C

*To evaluate if students understand the interconnectedness between HRM functions (the other chapters)

PTS: 1 REF: 78

OBJ: 1|*Chapter 1: Line Manager and HRM Authority BLM:
HO

89. Please refer to Scenario 3.1. What is your reasoning for including or not including a criminal records check on the job description?

- a. you include it because it is a BFOR
- b. you decide not to include it because it is discriminatory
- c. you include it because it is required on all YMCA–YWCA positions
- d. you decide not to include it because it is not one of the human rights prohibitions

ANS: A

*To evaluate if students understand the interconnectedness between HRM functions (the other chapters).

PTS: 1 REF: 78 OBJ: 2|5|*Chapter 2:

Legislation

BLM: HO

90. Please refer to Scenario 3.1. As the Out of School Supervisor, how many positions will you be hiring for?

- a. 2
- b. 3
- c. 4
- d. 22

ANS: D PTS: 1 REF: 78 OBJ:

2

BLM: HO

91. Please refer to Scenario 3.1. As the Out of School Supervisor, how many jobs will you be hiring for?

- a. 2
- b. 3
- c. 4
- d. 22

ANS: B PTS: 1 REF: 78 OBJ:
2

BLM: HO

92. Please refer to Scenario 3.1. What would be the main reason that the H20 recreation complex is NOT conducting a job analysis?

- a. they are a small community complex without their own job analyst
- b. most not-for-profit organizations are abolishing job analysis and job descriptions
- c. they do not have a moral or legal obligation to do so
- d. they need to focus their time on hiring the large number of employees

ANS: A PTS: 1 REF: 79 OBJ:
3

BLM: HO

93. Please refer to Scenario 3.1. What would you tell the Director is your main reason for deciding to write a job description for the future childcare leaders?

- a. job descriptions are important for legal and moral reasons
- b. job descriptions are regarded as relevant at other YMCA–YWCAs
- c. sample job descriptions from other recreation facilities can be used
- d. job descriptions will ensure work task completion and compliance

ANS: A PTS: 1 REF: 80 OBJ:
3|4|5

BLM: HO

94. Please refer to Scenario 3.1. What is another main reason why the Director might NOT be supporting the writing of job descriptions?

- a. job descriptions are not required by law
- b. the information required makes them too lengthy to be easily used
- c. the duties and responsibilities are too detailed
- d. performance standards change, so they should not be included on job descriptions

ANS: A PTS: 1 REF: 80 OBJ:
3|4|5
BLM: HO

95. Please refer to Scenario 3.1. What is the best method for collecting the initial job information on the clerk role at H2O?

- a. observation
- b. NOC and career profiles
- c. interview
- d. develop a job analysis questionnaire

ANS: B PTS: 1 REF: 79 OBJ:
3|4
BLM: HO

96. Please refer to Scenario 3.1. What is the best method for collecting the initial job information on the childcare leader roles at H2O?

- a. prior written job descriptions
- b. NOC and career profiles
- c. interview job incumbents
- d. develop a job analysis questionnaire

ANS: B PTS: 1 REF: 79 OBJ:
3|4
BLM: HO

97. Please refer to Scenario 3.1. What data would you need to consider if you decided to conduct a job analysis?

- a. job tasks and KSAOs
- b. NOC job profile
- c. job predictor criteria and data
- d. job evaluation

ANS: A PTS: 1 REF: 79 OBJ:
3
BLM: HO

98. Please refer to Scenario 3.1. As the Out of School Supervisor, what would be your first step in writing the childcare leader job description?

- a. obtain job information about childcare leaders through interviews and online career information

- b. identify the use of the childcare leader's job description and where to get the job information for its use
- c. collect online information about the duties, responsibilities and experiences required of childcare leaders
- d. determine the sources of job information for childcare leaders

ANS: B PTS: 1 REF: 80 OBJ:
3/4
BLM: HO

99. Please refer to Scenario 3.1. What data would you need to consider in writing the childcare leader's job specifications?

- a. job performance standards
- b. job responsibilities and tasks
- c. job predictor criteria and data
- d. working conditions and mental effort

ANS: D PTS: 1 REF: 81 OBJ:
4
BLM: HO

100. Please refer to Scenario 3.1. What data would you need to consider in writing the office administrator's job description if it excluded the job specifications?

- a. job skills required
- b. job responsibilities and tasks
- c. working conditions and physical and mental
- d. education and experience

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: HO

101. Please refer to Scenario 3.1. How would you explain to the Director what a job analysis is?

- a. A job analysis is the knowledge, skills, abilities and other attributes that are needed by a job incumbent to do well on a job.
- b. A job analysis is the process of collecting information about jobs by determining the duties and tasks for the purpose of recruitment and training.
- c.

A job analysis is a systematic process for gathering, documenting and analyzing data about the work required for a job.

- d. A job analysis is the gathering of job information about all the jobs in an organization.

ANS: C PTS: 1 REF: 79 OBJ:
3
BLM: HO

102. Please refer to Scenario 3.1. How would you explain to the Director what job specifications data is?

- a. The job specification data includes the knowledge, skills, abilities and other attributes that are needed by a job incumbent to do well on a job.
- b. The job specification data is information about jobs that is primarily used to outline the job incumbent's responsibilities.
- c. The job specification data is information about jobs that is primarily used to outline the job purpose and duties.
- d. The job specification data includes information about the whole job, not just the parts of the job.

ANS: A PTS: 1 REF: 80 OBJ:
3|4
BLM: HO

103. Please refer to Scenario 3.1. Why would it be important for H2O to write job descriptions for all their positions?

- a. Job descriptions clarify responsibilities while de-emphasizing working conditions.
- b. Job descriptions provide subjective and objective evidence of the KSAO's required for effective job performance.
- c. Job descriptions establish the worth of a job and provide a measure for compensation.
- d. Job descriptions provide the first line of defence when staffing procedures are legally challenged.

ANS: D PTS: 1 REF: 84 OBJ:
3|4|5
BLM: HO

104. Please refer to Scenario 3.1. Which job description approach can you use in H2O environments where job data quickly becomes inaccurate and outdated?

- a. future oriented approach
- b. change management oriented approach
- c. performance oriented approach
- d. dynamic oriented approach

ANS: A PTS: 1 REF: 85 OBJ:
5
BLM: HO

105. Please refer to Scenario 3.1. What would you include in the job summary section of the job descriptions?

- a. a description of the primary purpose of the job
- b. a narrative that lists the major job duties
- c. a description of the major job requirements
- d. a summary of the KSAOs into 3 to 4 lines

ANS: A PTS: 1 REF: 81 OBJ:
4
BLM: HO

106. Please refer to Scenario 3.1. What would you include in the job duties section of the job descriptions?

- a. a description of the competencies required to perform the job
- b. the responsibilities entailed and results to be accomplished in the job
- c. the KSAOs that employees must possess
- d. the physical and mental demands of the job

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: HO

107. Please refer to Scenario 3.1. What would you include in the job specifications section of the job descriptions?

- a. a description of the competency framework
- b. the responsibilities entailed and results to be accomplished in the job
- c. the specific performance tasks required to perform the job
- d. the KSAOs that employees must possess in order to perform the work tasks

ANS: D PTS: 1 REF: 81 OBJ:
4
BLM: HO

108. Please refer to Scenario 3.1. How would you ensure that the job duties section was written correctly?

- a. use specific statements that are listed in order of importance
- b. include the performance requirements
- c. include the specific physical and mental demands of the job
- d. use complete sentences to ensure the duties and responsibilities are measurable

ANS: A PTS: 1 REF: 81 OBJ:
4
BLM: HO

109. Please refer to Scenario 3.1. The childcare leader role provides “lots of fun and play-based educational programming.” What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: HO

110. Please refer to Scenario 3.1. The childcare leader role ensures “that the children’s safety and supervision occurs according to provincial licensing requirements and standards at all times.” What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: HO

111. Please refer to Scenario 3.1. The childcare leader role requires “leaders must be 19 years of age (licensing standards), with a minimum of 1 year childcare related experience” What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: HO

112. Please refer to Scenario 3.1. The child care leader role requires a “current First Aid and CPR certificate” What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: Application

Scenario 3.2: From Grapes to Wine

You are the production manager who oversees the grape pickers and winery production workers at Valley Hills Estate Winery.

Grape Pickers and Winery Production Labourers
Valley Hills Family Estate Winery
Okanagan Falls, British Columbia

Valley Hills Family Estate Winery is recruiting flexible, short-term employees to assist with both grape picking, packing and processing during their harvest season. They are responsible for operating tools and machines that assist in picking, packing and processing grapes for the production of wine. Shifts will vary between days, afternoons and some graveyards from September to November, 2012. Five casual grape picker labourers and seven winery production labourers (6 seasonal and 1 full-time). You are committed to working in a safe manner as required. A strong work ethic with experience working in vineyards, wineries, production, or warehousing is required. Production and safety-specific certifications such as Forklift Operator's Certificate are also considered valuable assets for this position. Both grape pickers and winery production labourers must be comfortable meeting the physical requirements of the position including bending, reaching, standing for long periods of time, navigating stairs and lifting up to 50 pounds on a regular basis. Labourers must meet established time standards to maximize efficiency in outdoor, damp cellar, production and/or warehouse environments. Labourers must be able to handle clearly defined, highly specialized, repetitive tasks.

113. Please refer to Scenario 3.2. What is the job information in the paragraph called?

- a. a job description
- b. a job specification
- c. a job advertisement
- d. a job design

ANS: C PTS: 1 REF: 81 OBJ:

4|5|6

BLM: HO

114. Please refer to Scenario 3.2. What job design consideration is being used in the production of wines at Valley Hills Family Estate Winery?

- a. industrial engineering and job specialization approach
- b. behavioural and human characteristics approach
- c. ergonomic and human capabilities approach
- d. organizational objectives approach

ANS: A PTS: 1 REF: 90 OBJ:

6

BLM: HO

115. Please refer to Scenario 3.2. What job design consideration is neglected in the production of wines at Valley Hills Family Estate Winery?

- a. industrial engineering and job specialization approach
- b. behavioural and human characteristics approach
- c. ergonomic and human capabilities approach
- d. organizational objectives approach

ANS: B PTS: 1 REF: 90 OBJ:
6

BLM: HO

116. Please refer to Scenario 3.2. What job design considerations may help deal with the dehumanizing aspects of the repetitive and boring assembly line production work at Valley Hills Family Estate Winery?

- a. job enlargement or job enrichment
- b. pay equity and pay for performance
- c. employee teams or job rotation
- d. work simplification approach

ANS: C PTS: 1 REF: 89 OBJ:
6

BLM: HO

117. Please refer to Scenario 3.2. What job design consideration can be used that would take into account the physical and health and safety issues in the production of wines at Valley Hills Family Estate Winery?

- a. industrial engineering and job specialization approach
- b. behavioural and human characteristics approach
- c. ergonomic and human capabilities approach
- d. organizational objectives approach

ANS: C PTS: 1 REF: 90 OBJ:
6

BLM: HO

118. Please refer to Scenario 3.2. As the Production Manager, how many positions will you be hiring for?

- a. 1
- b. 2

- c. 11
- d. 12

ANS: D PTS: 1 REF: 78 OBJ:
2
BLM: HO

119. Please refer to Scenario 3.2. As the Production Manager, how many jobs will you be hiring for?

- a. 1
- b. 2
- c. 11
- d. 12

ANS: B PTS: 1 REF: 78 OBJ:
2
BLM: HO

120. Please refer to Scenario 3.2. What is the labourer's role to "operate tools and machines that assist in picking, packing and processing grapes for the production of wine," an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: C PTS: 1 REF: 81 OBJ:
4
BLM: HO

121. Please refer to Scenario 3.2. The labourer's role involves having a "strong work ethic." What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4
BLM: Application

122. Please refer to Scenario 3.2. The labourer's role requires "experience working in vineyards, wineries, production, or warehousing." What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: HO

123. Please refer to Scenario 3.2. The labourer's role requires "a Forklift Operator's Certificate." What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: HO

124. Please refer to Scenario 3.2. The labourer's role requires "bending, reaching, standing for long periods of time, navigating stairs and lifting up to 50 pounds on a regular basis." What is this an example of?

- a. job summary
- b. job specification
- c. job duties and responsibility
- d. performance standard

ANS: B PTS: 1 REF: 81 OBJ:
4

BLM: HO

TRUE/FALSE

1. The line manager is the primary individual who determines what tasks and activities are to be performed.

ANS: T PTS: 1 REF: 78 OBJ: 1

2. The line manager takes an active role in determining what skills and abilities are needed to successfully perform the work.

ANS: T PTS: 1 REF: 78 OBJ: 1

3. In defining and designing work, the line manager must be aware of the most efficient order of job tasks and activities in order to maximize organizational performance.

ANS: T PTS: 1 REF: 78 OBJ: 1

4. Human Resources Management processes, such as recruitment and training, use information about the job, such as job requirements.

ANS: T PTS: 1 REF: 78 OBJ: 2

5. A job consists of a group of related activities and duties.

ANS: T PTS: 1 REF: 78 OBJ: 2

6. A position consists of specific duties and responsibilities performed by only one employee.

ANS: T PTS: 1 REF: 78 OBJ: 2

7. The terms job and position are becoming outdated and are being replaced with the word function.

ANS: F PTS: 1 REF: 78 OBJ: 2

8. In order to effectively perform most of the HRM processes and practices, HR managers need the requirements of the jobs in an organization.

ANS: T PTS: 1 REF: 79 OBJ: 2

9. Job analysis is the process of obtaining information about jobs or work by determining what the duties, tasks, or activities are and what the skills, knowledge, and abilities are associated with those jobs.

ANS: T PTS: 1 REF: 79 OBJ: 3

10. The purpose of job analysis is to improve organizational performance and productivity.

ANS: F PTS: 1 REF: 79 OBJ: 3

11. The difference between job analysis and job design is that job analysis is concerned with objective, verifiable information about the actual requirements of a job whereas job design reflects subjective opinions about the ideal requirements of a job.

ANS: T PTS: 1 REF: 79 OBJ: 3

12. Conducting job analysis is primarily the responsibility of the jobholder.

ANS: F PTS: 1 REF: 79 OBJ: 3

13. Job analysis is usually more accurate and objective if the job analyst can prepare the job description without consulting supervisors or jobholders.

ANS: F PTS: 1 REF: 79 OBJ: 3

14. The information collected through the job analysis process is organized into a job description.

ANS: T PTS: 1 REF: 79 OBJ: 3

15. A job description is a statement of the knowledge, skills, and abilities needed by the person who is to perform a job, whereas a job specification is the statement of the tasks, duties, and responsibilities of the job to be performed.

ANS: F PTS: 1 REF: 80 OBJ: 4

16. Most job descriptions include a job title, a summary of job, and a job duty section.

ANS: T PTS: 1 REF: 80 OBJ: 4

17. The “summary of job” section of the job description answers the question, “What are the key duties and responsibilities of this job?”

ANS: F PTS: 1 REF: 81 OBJ: 4

18. The “job requirements ” section of the job description answers the question, “What are the key duties and responsibilities of this job?”.

ANS: F PTS: 1 REF: 81 OBJ: 4

19. The outcomes of job analysis are job descriptions, job titles, and job standards.

ANS: F PTS: 1 DIF: Key Terms
REF: 79
OBJ: 3

20. The special skills, knowledge, and abilities that are required to successfully perform the job are known as the job descriptions.

ANS: F PTS: 1 REF: 81 OBJ: 4

21. The different duties, tasks, and responsibilities that make up a job are known as job descriptions.

ANS: F PTS: 1 REF: 81 OBJ: 4

22. Job specifications describe the duties, tasks, and responsibilities performed on the job and therefore play a key role in performance appraisal.

ANS: F PTS: 1 REF: 81 OBJ: 4

23. Job specifications usually cover two areas: (1) the skill required to perform the job and (2) the level of autonomy inherent in the position.

ANS: F PTS: 1 REF: 81 OBJ: 4

24. A problem with job descriptions is that they tend to broaden the scope of activities performed by a jobholder.

ANS: F PTS: 1 REF: 81 OBJ: 4

25. When writing a job description, it is essential to use statements that are concise, direct, and simply worded.

ANS: T PTS: 1 REF: 82 OBJ: 4

26. When preparing job descriptions, managers must be aware of human rights legislation requirements.

ANS: T PTS: 1 REF: 84 OBJ: 4

27. Job descriptions written to match the needs for reasonable accommodation reduce the risk of discrimination.

ANS: T PTS: 1 REF: 84 OBJ: 4

28. The expected results of the job, such as what you are expected to accomplish as well as how much and how fast, are known as the standards of performance.

ANS: T PTS: 1 REF: 85 OBJ: 4

29. A problem with performance standards is that they limit open communication between the employee and the supervisor.

ANS: F PTS: 1 REF: 85 OBJ: 4

30. Standards of performance establish the management's right to take corrective action when the duties specified in the job description are not performed accordingly.

ANS: T PTS: 1 REF: 85 OBJ: 4

31. The practical method of having a “living job description” requires that the manager and the incumbent employee ensure that all substantial changes are documented on an ongoing basis.

ANS: T PTS: 1 REF: 85 OBJ: 4

32. Various HRM processes and practices make use of the output of job analysis.

ANS: T PTS: 1 REF: 86 OBJ: 5

33. Stating the job specifications enhances the process of locating and encouraging potential applicants to apply for job openings.

ANS: T PTS: 1 REF: 86 OBJ: 5

34. Job specifications, and summary of the major duties as outlined in the job description, provide a basis for attracting and recruiting qualified applicants.

ANS: T PTS: 1 REF: 86 OBJ: 5

35. In choosing or selecting the individual who has the most relevant qualifications for the job, the manager will use the information in the job standards.

ANS: F PTS: 1 REF: 86 OBJ: 5

36. Selection is one of the major HR activities which does not use the output of job analysis.

ANS: F PTS: 1 REF: 86 OBJ: 5

37. Discrepancies between the knowledge, skills, and abilities of the jobholder, and the requirements contained in the job description and specifications, provide clues to training needs.

ANS: T PTS: 1 REF: 87 OBJ: 5

38. Validating job specifications will help avoid discrimination in the recruitment and selection processes.

ANS: T PTS: 1 REF: 87 OBJ: 5

39. Given changes to our society and various employment laws, employers do not have to show the relationship between the duties of the job and job specifications when selecting employees.

ANS: F PTS: 1 REF: 87 OBJ: 5

40. Managers use the requirements contained in the job description as a basis for the development of the criteria for evaluating the performance of the jobholder.

ANS: T PTS: 1 REF: 88 OBJ: 5

41. Charges of unfair discrimination may be filed against employers whose performance appraisal systems utilize criteria which are related to job standards rather than job evaluation.

ANS: F PTS: 1 REF: 88 OBJ: 5

42. As a manager, if you are to decide on the pay rate of a job, you would base your decisions on the demands of the job and the conditions and hazards under which the work is performed.

ANS: T PTS: 1 REF: 88 OBJ: 5

43. Ultimately, it is the HR professional who makes pay decisions based on performance relative to the established performance standards.

ANS: F PTS: 1 REF: 88 OBJ: 5

44. The systems that measure the worth of jobs are called compensation and benefits systems.

ANS: F PTS: 1 REF: 88 OBJ: 5

45. Job design is the process of defining and arranging tasks, roles, and other processes to achieve employee goals and organizational effectiveness.

ANS: T PTS: 1 REF: 89 OBJ: 6

46. Employee contribution programs increase the degree to which employees engage in work processes and/or organizational decisions.

ANS: T PTS: 1 REF: 90 OBJ: 6

47. The employee's ability to participate in decision making can be enhanced or hindered by the manner in which jobs are designed.

ANS: T PTS: 1 REF: 90 OBJ: 6

48. Because of increased employee participation in management decision making, organizations will need to redefine the role of managers.

ANS: T PTS: 1 REF: 91 OBJ: 6

49. Employee involvement and teams require support at the executive and management levels of the organization.

ANS: T PTS: 1 REF: 91 OBJ: 6

50. Managers and supervisors are seen more as coaches, facilitators, and integrators of team efforts.

ANS: T PTS: 1 REF: 91 OBJ: 6

51. Employee empowerment is a method of involving employees in their work and encouraging them to take charge of what they do.

ANS: T PTS: 1 REF: 92 OBJ: 7

52. Empowerment encourages employees to become innovators and managers of their own work.

ANS: T PTS: 1 REF: 92 OBJ: 7

53. Pushing down decision-making responsibility to those close to internal and external customers is the essence of empowerment.

ANS: T PTS: 1 REF: 92 OBJ: 7

54. To support high employee involvement, organizations must share information and rewards throughout the workforce.

ANS: T PTS: 1 REF: 92 OBJ: 7

55. Participation, innovation, access to information, and maintaining the status quo are the four conditions that organizations must encourage to realize the benefits of empowerment.

ANS: F PTS: 1 REF: 92 OBJ: 7

56. Employee empowerment succeeds regardless of whether the culture of the organization is receptive or unreceptive to change.

ANS: F PTS: 1 REF: 92 OBJ: 7

57. In order for employee empowerment to succeed, managers must retain full authority to make important decisions.

ANS: F PTS: 1 REF: 93 OBJ: 7

58. Employee teams are groups of employees who assume a greater role in the production or service process.

ANS: T PTS: 1 REF: 95 OBJ: 7

59. Employee teams are a logical outgrowth of employee involvement and the principles of competition and winning at all costs.

ANS: F PTS: 1 REF: 95 OBJ: 8

60. With work teams, managers accept the notion that the group is the logical work unit to apply resources to resolve organizational problems and concerns.

ANS: T PTS: 1 REF: 95 OBJ: 7

61. Inherent in the concept of employee teams is that managers are in the best position to contribute to workplace improvements.

ANS: F PTS: 1 REF: 95 OBJ: 7

62. Self-directed teams are designed to work well for production processes but not for administrative or service activities.

ANS: F PTS: 1 REF: 96 OBJ: 7

63. Compared to successful teams, non-successful teams tend to rely upon a greater amount of consensus decision making.

ANS: F PTS: 1 REF: 96 OBJ: 7

64. A difficulty with work teams is that managers often find it hard to adapt to the role of leader rather than supervisor.

ANS: T PTS: 1 REF: 96 OBJ: 7

65. It is important for line managers to support and encourage employee empowerment, employee involvement, and employee teams in order for initiatives to succeed.

ANS: T PTS: 1 REF: 96 OBJ: 8

66. Managers sometimes feel threatened by the growing power of teams and the reduced power of management.

ANS: T PTS: 1 REF: 96 OBJ: 8

67. Valuing of individuals for their abilities to abandon their views in favour of achieving team consensus is one of the hallmarks of successful teams.

ANS: F PTS: 1 REF: 96 OBJ: 7

ESSAY

1. What is the role of job analysis in HRM and how does it relate to other HRM functions?

ANS:

Job analysis involves a systematic process of obtaining information about jobs to determine the duties, tasks, and activities involved in the job. This information is useful in a variety of HRM functions including recruitment, selection, training, development, performance appraisal, compensation, and labour relations. Job analysis permits HR managers to identify job specifications or qualifications required by the job. This information enables recruiters to target sources that are most likely to generate qualified candidates. It also allows HR managers to design appropriate selection programs.

Information provided by job analysis may identify discrepancies between the knowledge, skills, and abilities of the jobholder and the requirements contained in the specifications for the job. This can provide clues about training and development needs. Job analysis reveals the requirements of a job and can serve as a basis for developing criteria to be used in performance evaluation and determining the relative worth of a job. Job descriptions generated by job analysis also allow the organization to identify those jobs subject to union jurisdiction. Job analysis is the foundation for job design.

PTS: 1 REF: 86 OBJ: 2|3|4|5

2. What is a job analysis? What is a job description? What data is included in a job description?

ANS:

Job analysis is the process of obtaining information about jobs (or work) by determining the duties, tasks, or activities as well as the skills, knowledge, training, and abilities associated with the jobs. **A job description** is a document that lists the tasks, duties, and responsibilities of a job to be performed along with the skills, knowledge, and abilities, or competencies needed to successfully perform the work. This would include: job title, job identification and context, job responsibilities and tasks, KSAOs, working conditions, physical and mental effort, performance standards, approvals and dates.

PTS: 1 REF: 79|81 OBJ: 3|4
BLM: HO

3. As the HRM, what questions would you ask in order to gather job information that would help you write a job description?

ANS:

Below are some sample questions to consider when conducting a job analysis.

- In a brief statement (three to four sentences), describe the basic purpose of your position. Do it in a way that answers this question: “Why does my position exist?”
- What are the most important responsibilities of your position, and how much time do you spend on each of these? Please list each main responsibility in order of importance. Start each statement with an action verb; some examples are “provides,” “determines,” “verifies.”
- What are the key tasks for each of the responsibilities identified? What percentage of your time each month do you spend on each task?
- What are the physical surroundings and/or hazards of your position? (You may consider travel, exposure, danger, and environmental risks.)
- Describe the mental and physical effort you expend in performing your work. For example, do you have long periods of intense concentration? Is there a lot of routine? Is the position physically demanding? Please note the frequency of the effort.
- What are the knowledge and basic skills required to successfully fulfill the responsibilities?
- Describe two or three of the more difficult problems you must solve to fulfill your job. Include situations that are a constant challenge as well as situations that require judgment and time to consider alternative solutions before problems can be resolved.

PTS: 1 REF: 81 OBJ: 3|4
BLM: HO

4. You are the aquatics manager at H2O recreation complex responsible for the recruitment, hiring and training of the lifeguards and swimming instructors. What suggestions would you make to the H2O recreation complex Director to ensure that the following job information adequately reflects the responsibilities and KSAOs that the lifeguard/swimming instructor will need to perform the job well? What specific changes should be made to ensure the job description is measurable, valid, reliable and legally defensible?

LIFEGUARD/SWIM INSTRUCTOR (Part-Time) H2O RECEREATION COMPLEX–YMCA–YWCA
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Northfield, Saskatchewan

H2O recreation complex will be offering new swimming, fitness, childcare, day camps, youth leadership, employment and educational programs beginning this fall. We require part-time lifeguards to join our aquatics team. Lifeguards and swim instructors are the heart of H2O, reporting directly to the Aquatic Supervisor. Lifeguards and swim instructors will ensure that open public swim times and swimming programs are fun and operate safely.

ANS:

1- Job title

An indicator of what the duties might be, or the nature of the work.

The title lifeguard/swim instructor (part-time) is clear.

2- Summary of job

Two to three sentences describing the overall purpose of the job; it answers the question “Why does this job exist?”

Example: lifeguards will ensure aquatic activities operate safely, assist in any emergency situations, and provide aquatic instruction.

3- Duties and responsibilities

Individual statements, usually listed in order of importance, of the key duties and responsibilities; you would expect to see between 10 and 15 statements.

Examples: supervises and coordinates the delivery of aquatic programs, including lifeguarding duties, monitors the maintenance and safety of the pool deck.

4- Job specification

Two to three sentences describing the knowledge, skills, and abilities.

Examples: completion of Grade 12 or a minimum of one year lifeguarding and teaching experience, National Lifeguard Service Certification, Standard First Aid and CPR Level C, Swim Instructor Certification, competencies such as interpersonal relationship building and communication.

5- Performance standards

A prioritized list outlining several expected results of the job.

Example: keeps customer satisfaction levels at 80% or above.

6- Date

A time reference, which allows the organization to think about the currency of the information when it is used for a variety of HR processes.

PTS: 1 REF: 81 OBJ: 1|3|4
BLM: HO

5. What factors should be considered in designing a job?

ANS:

Job design is concerned with structuring jobs to improve organizational efficiency and employee job satisfaction. Considerations should include:

- (1) the organizational objectives the job was created to fulfill;
- (2) industrial engineering considerations, including efficient work processes and the elimination of duplicate processes;
- (3) ergonomics concerns, including workers' physical and mental capabilities;
- (4) employee contributions reflected in the participation of employees in making job improvements or enhanced operational decisions; and
- (5) legal requirements such as human rights and employment standards.

PTS: 1 REF: 89 OBJ: 6

6. Explain the characteristics of effective teams.

ANS:

Compared to ineffective teams, several characteristics have been associated with successful teams. Successful teams share a commitment to shared goals and objectives and engage in consensus decision making practices as well as shared leadership. They also have open and honest communication patterns and operate in a climate of cooperation, collaboration, trust, and support. Finally, successful teams recognize that conflict is going to emerge but value the diversity of the individuals within the group and seek positive resolution to conflicts among the group.

PTS: 1 REF: 93 OBJ: 7
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