
UNIT 2 JOB ANALYSIS

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2.1 INTRODUCTION

Choosing the requirements of a position is basically the first step in the human resource management process, which concludes with employee welfare in a business. This unit's main goal is to demonstrate how to analyse a job, write a job description, design a job, and, in the end, evaluate a job. We'll see that conducting a thorough analysis of a job requires knowing exactly what it entails and who the company employs to fill it.

2.2 OBJECTIVES

After reading this unit you will be able to understand:

- Job analysis and its process.
- How to write job description?
- Job designing.
- How to conduct job evaluation?

2.3 JOB ANALYSIS

Organizations are made up of positions that need to be filled. Job analysis is a process used to identify the responsibilities and abilities needed for a certain position as well as the qualities of the candidate who should be hired for it. The process of conducting a job analysis helps to generate the data needed to create a job description and job specification (what kind of people to hire for the job).

The supervisor or HR specialist normally collects one or more of the following types of information via the Job Analysis:

- Work Activities,
- Human Behaviour,
- Machines, Tools, Equipment and Work Aids,
- Performance Standards,
- Job Context and
- Human Requirement.

Uses of Job Analysis Information

The information so collected through the process of Job Analysis is used for the following purposes:

- Recruitment and Selection,
- Compensation,
- Training and Development,
- Performance Appraisal,
- Discovering Unassigned Duties and
- Legal Compliance,

Steps involved in Job Analysis Process

Step 1: Decide how you'll use the data, as this will affect the data you collect and the methods you employ to acquire them. For creating job descriptions and choosing candidates for the position, certain data collection approaches are useful, such as interviewing the employee and asking what the job includes. The position analysis questionnaire and other methods fall short in providing qualitative data for job descriptions. Instead, they give each work numerical ratings that may be compared to other jobs to determine compensation.

Step 2: Examine pertinent documents such as organisational diagrams, flowcharts, and job descriptions. A job's relationship to other positions, the organization's overall structure, and the division of labour within the company are all depicted on an organisational chart. The chart should list the titles of each position along with who reports to whom and with whom the job holder communicates via interconnecting lines.

A process chart provides a more thorough view of the work-flow. A process chart, in its most basic form, depicts the flow of inputs into and outputs from the job you're evaluating. Last but not least, the beginning point for creating the revised job description is typically the existing job description, if there is one.

Step 3: Choosing a representative role. It might not be possible to analyse all jobs in the same way. For instance, analysing the work of 200 assembly workers is frequently unneeded when a sample of 10 jobs will suffice.

Step 4: Analyse the position by gathering information on the tasks involved, the employee behaviours that are necessary, the working environment, and the skills and attributes that people need to perform the position. Use one or more of the job analysis techniques for this step.

Step 5: With the worker doing the task and his or her immediate supervisor, confirm the information from the job analysis. This will bolster the claim that the information is complete and accurate. This review can also assist in gaining the approval of the employee by giving them the opportunity to review and modify your description of the job duties.

Step 6: Provide a job description and job requirements. These two outcomes of the job analysis are concrete. The job description is a written statement that outlines the tasks and duties of the position as well as other key aspects, like the working environment and potential dangers. The personal characteristics, traits, abilities, and background needed to complete the work are outlined in the job specification. It might be in the same document as the job description or in a different one.

Methods for Collecting Job Analysis Information

There are various ways to collect information on a job's duties, responsibilities and activities. There may be described as:

- Interview Method.
- Questionnaires.
- Observation.
- Participants Diaries/ Logs.
- Quantitative Job Analysis.
- Internet Based Job Analysis

Interview Method

Interviews for job analysis might be completely unstructured or quite structured with hundreds of particular items to check off.

A manager may interview each employee alone, in a group setting with others doing the same work, or with one or more supervisors who are familiar with the position. When a lot of employees are doing the same or comparable task, they use group interviews since they can be an efficient and affordable approach to acquire information. The worker's line manager typically attends the group session; in the event that they don't, you can interview the supervisor separately to acquire their viewpoint on the tasks and responsibilities of the position.

Regardless of the interview method you choose, you must make sure the subject is aware of all the objectives. Whether correctly or not, employees have a propensity to see such conversations as "efficiency evaluations." If so, applicants could be reluctant to accurately represent their jobs.

Some of the typical interview questions are as:

- What is the job being performed?
- What are the major duties of your position? What exactly do you do?
- What physical location do you work in?
- In what activities do you participate?
- What are the job's responsibilities and duties?
- What are the basic accountabilities or performance standards that typify your work?
- What are your responsibilities? What are the environmental and working conditions involved?
- What are the job's physical demands? The emotional and mental demands?
- What are the health and safety conditions?
- Are you exposed to any hazards or unusual working conditions?

Interviewing Guidelines

To get the best information possible, keep several things in mind when conducting a job analysis interview.

- Connect with the interviewee right away. Remember the person's name, use simple language, briefly go over the goal of the interview, and explain how the person was selected for the interview.

- It is best to adhere to an organised manual or checklist with questions and space for answers. By doing this, you may be confident that you'll anticipate important questions and that all interviewers (if there are any) will ask them all.
- Ask the employee to describe their responsibilities in terms of importance and frequency when duties are not carried out consistently, such as when they are not repeated frequently throughout the day. By doing this, you may be sure that you won't forget important but infrequently performed tasks. Similar to the irregular emergency room duties of a nurse.
- Examine and confirm the data after the interview is over. Review the data specifically with the interviewee and the worker's immediate supervisor.

Questionnaires

Another well-liked technique for gathering information for job analyses is to provide employees' questionnaires to complete that ask them to list their activities and responsibilities.

You have to select how structured the questionnaire should be and what questions to include. Some surveys are extremely well-organized checklists. Each employee receives a list of a few hundred particular tasks or obligations at this point. He or she is questioned about whether they execute each duty and, if yes, how much time they typically devote to each. On the other hand, the survey might be completely open-ended and just ask respondents to list their primary responsibilities.

Observation

Direct observation is especially helpful for positions where the majority of physical activity is visible, such as those of assembly line workers and accounting clerks. On the other hand, when a job requires a lot of cerebral activity, like a lawyer, designer, or engineer, observation is typically inappropriate. It is also ineffective if the person occasionally performs crucial duties, such as a nurse managing emergencies. Moreover, reactivity—the employee altering what they regularly do as a result of your observation—can be an issue.

Direct observation and interviews are frequently combined by managers. One strategy is to watch the employee perform over an entire work cycle. Here, you record all of your work actions. After gathering as much data as is practical, you interview the employee. Ask the person to explain any points that were unclear and to describe any other activity that you missed. Also, you can conduct an interview while concurrently observing a worker do their job.

Participant Diary/Logs

Another strategy is to have employees keep a daily journal or log of their activities. The employee keeps a track of all the activities they perform. When combined with additional interviews with the employee and the supervisor, this can result in a highly comprehensive

picture of the job. Of course, the employee can try to play up some actions while underplaying others. The log's meticulousness and chronological order, however, tend to mitigate this.

Logs and diaries now use high-tech. Several companies provide pagers and pocket Dictaphones to staff. The employees are then paged at random intervals throughout the day, and they are told what to do at that time. This strategy can circumvent the standard diary/log method's drawback of depending on employees to recall what they did when they complete their logs at the end of the day.

Quantitative Job Analysis Techniques

Questionnaires and other qualitative research methods are not always appropriate. For instance, a simple list of responsibilities might not be sufficient if your goal is to compare jobs for salary purposes. You might need to actually say that, "Job A is worth double the compensation since it's twice as demanding as Work B." The use of quantitative ratings for each job is helpful in achieving this. As a quantitative method, the position analysis questionnaire methodology is applied in this.

Position Analysis Questionnaire (PAQ)

PAQ is a type of questionnaire intended to gather measurable information on the responsibilities and activities of various employment.

PAQ, which consists of a comprehensive questionnaire with 194 elements, is arguably the most well-liked quantitative work analysis tool. Each of the components, such "written content," represents a fundamental component that might or might not be important to the task. Each of the 194 elements fits into one of the five PAQ fundamental tasks:

- i. Having decision making/ communication/ social responsibilities.
- ii. Performing skilled activities.
- iii. Being physically active.
- iv. Operating vehicles/ equipment.
- v. Processing information.

Each of these five actions is rated for the job in the final PAQ score. The job analyst determines if each of the 194 elements is relevant and, if so, how much. For each job that the job analyst is analysing, the PAQ is available online.

The PAQ excels at categorising jobs. You can objectively compare jobs in relation to one another using scores for each job's decision-making, skilled activity, physical activity, vehicle/equipment operation, and information-processing features. Next, you can determine the remuneration for each job.

Internet Based Job Analysis

There are some issues with methods like questionnaires and interviews. Face-to-face interviews and observations, for instance, might take a lot of time. Also, gathering data from personnel who are spread geographically can be difficult.

A straightforward solution is to conduct the job analysis online. Hence, the usage of online methodology for surveys, including job analysis surveys, has drastically expanded in recent years, and the majority of organisations choose to use the Internet or Intranet to gather this type of data. The easiest way for the human resources department to reach geographically dispersed employees is by sending them standardised job analysis questionnaires over their company's internet with instructions to fill them out and send them back by a certain date.

The instructions should be clear, of course, and it's important to test the procedure first. Most importantly, there is a danger that critical details will be missed or misunderstandings will occur if a job analyst isn't present to discuss them with the employee or supervisor.

2.4 JOB DESCRIPTION

The job analysis is usually typically used by companies to create a job description. A job description is a formal declaration of what an employee actually performs, how they go about doing it, and the working conditions of the position. You utilise this knowledge to create a job specification, which outlines the knowledge, skills, and abilities needed to do the job well.

There are no standard format for writing a job description. However, most description contain sections that cover:

1. Job Identification
2. Job Summary
3. Responsibilities and Duties
4. Authority of Incumbent
5. Standards of Performance
6. Working Conditions
7. Job Specification

Job Identification

Information for job identification comes in many different forms. For instance, the job name is specified in the job title. Date is the actual date when the job description was authorised. The job's location in terms of its facility, division, and department or section may also be indicated, as well as a space to say who approved the description. The name of the immediate

supervisor and details of their compensation may also be included in this section. If there is a category for the grade or level of the job, that information may also be included. As an illustration, a business might categorise programmers as programmer II, programmer III, and so forth.

Job Summary

Of course, the job overview only includes the essential duties or responsibilities of the job. As a result, the job summary for a material manager might read, "The material manager purchases efficiently, controls delivery of, stores, and distributes all material necessary on the manufacturing line." The duties of the mailroom supervisor include receiving, properly sorting, and delivering all incoming mail as well as handling all departing mail, including the precise and prompt posting of such mail.

Even though it's customary, be cautious when using phrases like "performs other assignments as required." These clauses do provide managers additional latitude when delegating tasks. Yet some experts are adamant that a cop-out phrase like "additional duties, as allocated" should never be in a job description since it leaves the nature of the position and the personnel required to do it up in the air. It is advised to make it crystal apparent in the job profile that the employer anticipates the job holder to carry out his or her responsibilities effectively, attentively, and conscientiously in order to avoid any misunderstandings.

Relationships

There may be a relationship statement that shows the job-holders relationship with other inside and outside the organization. For a human resource manager, such a statement might look like this;

Report to: Vice president of employee's relations.

Supervises: Human Resource Clerks, test administrator, labour relation director, and one secretary.

Works with: All department managers and executive management.

Responsibilities and Duties

The core of a job description is this. It ought to include a summary of the key functions and responsibilities of the position. The duties of the job could include things like "reach quantitative sales objective" and "identify sales priority," for example.

The jobholder's power limits, including those related to decision-making, direct supervision of other employees, and budgetary authority, may also be outlined in this section.

The manager's primary concern in this situation is typically, "How do I determine what the tasks of the position are and should be?" The first response comes directly from the job analysis, which should show what the employees on each job are currently doing. Second, the

manager will consult the numerous resources for information on standardised job descriptions.

Standard of Performance and Working Conditions

Some managers desire a "standard of performance" element in the job description. This describes the expectations that the employer has for each of the primary tasks and duties in a job description. It aids in determining how well the employee is doing for both the manager and employee.

Establishing criteria is never simple. Nonetheless, the majority of managers quickly realise that simply urging employees to "do their best" is insufficient advice. Finishing the sentence with "I will be entirely satisfied with your work when....." is an easy method to set expectations. If each responsibility specified in the job description is addressed in this clause, a useable set of performance standards should be produced. Here are some examples:

Duty: Accurately Posting Accounts Payable

1. Post all invoices received within the same working day.
2. Route all invoices to proper department managers for approval no later than the day following receipts.
3. An average of no more than three posting errors per month.

Duty: Meeting Daily Production Schedule

1. Produce no less than 426 units per working day.
2. Next workstation rejects no more than an average of 2% on units.
3. Weekly overtime does not exceed an average of 5%.

The job description may also list the working conditions involved on the job. These might include things like noise level, hazardous conditions, or less.

Writing Job Specification

What human qualities and experiences are necessary for this work to be performed effectively? is addressed in the job specification, which incorporates the job description. It outlines the kind of candidate to seek out and the traits you should check for in that candidate. A portion of the job description or a separate document may contain the job specification.

Specifications Based on Judgement

The majority of job descriptions are simply educated assumptions made by supervisors and human resource managers. Asking "What does it take in terms of education, intelligence, training, and the like to accomplish this job well" is the primary approach here. These "informed guesses" can be obtained in a number of ways. You may just look at the job's

responsibilities and infer the human qualities and abilities that are needed. Also, you can select them from the list of competences provided in various online descriptions.

Job Specifications Based on Statistical Analysis

The more rational strategy is to base job criteria on statistical analysis, but it is also more challenging. The purpose of this study is to statistically analyse the link between (1) a predictor (human characteristics like height, IQ, or finger dexterity) and (2) a measure or standard of job effectiveness, such as supervisor ratings of performance.

This procedure have 5 steps:

1. Analyse the job and decide how to measure job performance.
2. Select personal traits like finger dexterity that you believe should predict successful performance,
3. Test candidates for these traits,
4. Measure these candidates subsequent job performance and
5. Statistically analyse the relationship between the human traits.

Because equal rights legislation prohibits using characteristics that you can't prove distinguishable based on gender, race, religion, or age may have to be demonstrated to predict work performance, this technique is more defensible than the judgmental approach.

Check Your Progress-A

Fill in the blanks.



1. A list of responsibilities and work obligations is a component of
2. Determining duties and characteristics of positions to be staffed is.....
3. Workflow detailed picture is called.....
4. Determining type of people, which a company needs for job is referred as

2.5 JOB DESIGN

Work design follows job analysis, i.e., it follows job analysis. It aims to define and arrange tasks, accountability, and duties into a single unit of work for the achievement of particular

objectives. It also outlines the processes and relationships required for a particular job to succeed. To put it simply, it describes the what, how much, how many, and the order of the tasks for a job or jobs.

The main component of job design is the fusion of a job's responsibilities or content with the competencies required to do it. It helps to attract qualified candidates to the right positions by giving a very clear description of the responsibilities of the position. Also, it gives the job a thrilling, specialised appearance.

Job design involves a number of logically ordered steps, including those that were previously described. The sequence is as follows:

- What tasks are required to be done or what tasks is part of the job?
- How are the tasks performed?
- What amount are tasks are required to be done?
- What is the sequence of performing these tasks?

All of these inquiries are intended to produce a precise definition of a particular task and reduce the risk involved for the person conducting it. A clearly defined job promotes employee sense of accomplishment and good self-esteem.

The entire job design process aims to handle numerous organisational issues, including those that concern a person's job description and the connections that go along with it. More specifically the following areas are fine-tuned:

- Checking the work overload.
- Checking upon the work under load.
- Ensuring tasks are not repetitive in nature.
- Ensuring that employees don not remain isolated.
- Defining working hours clearly.
- Defining the work processes clearly.

The above mentioned are factors that if not taken care of result into building stress within the employees.

Benefits of Job Design

The following are the benefits of a good job design:

1. **Employee Input:** Good job feedback is made possible by good job design. Tasks can be changed by employees in the workplace to suit their individual and social needs, routines, and conditions.

2. **Employee Training:** Job design includes training as a crucial component. Contrary to the "leave them alone" concept, job design places a strong emphasis on training individuals so that they are fully informed of the requirements of and best practises for performing their jobs.
3. **Work / Rest Schedules:** Job design offers good work and rest schedule by clearly defining the number of hours an individual has to spend in his/her job.
4. **Adjustments:** A concrete work design minimises the amount of energy expended on the task at hand and aligns the necessary labour to do it, allowing changes for physically demanding jobs.

The goal of job design, a constant and dynamic process, is to assist people in adapting to changes in the workplace. The ultimate objective is to increase motivation and employee engagement while lowering unhappiness.

Approaches to Job Design

Following job analysis, job design seeks to outline and organise the duties and responsibilities related to a particular position. It combines the duties of the job with the qualities or abilities needed to carry them out. There are numerous ways or strategies to accomplish this. The important ones are discussed below:

Human Approach

The human approach to job design put a strong emphasis on creating a position around the individuals doing it, not the organisational procedures. In other words, it acknowledges the necessity of creating employment that are both exciting and satisfying (financially and otherwise).

This theory contends that work should satisfy a person's desire for respect, growth, and responsibility. One way in which human approach to job design is used is job enrichment, which was made popular by Herzberg's study. Herzberg divided these elements into two groups: motivators and hygienic elements.

A person might be motivated to do better at work by elements including achievement, the nature of the task, responsibility, learning, and growth, among others.

On the other hand, hygiene factors include things like working environment, organisational policies, pay, etc. that might not directly drive but whose absence can result in discontent at the workplace.

Engineering Approach

The engineering strategy was developed by FW Taylors and colleagues. They introduced the concept of the task, which eventually gained popularity. This method calls for management to plan out each employee's work or task a day in advance. Each employee receives instructions

outlining the duties they must complete in detail. Together with the task's what, how, and when, the specifications also include deadlines.

The strategy is founded on using scientific ideas in job design. This method recommends that work be objectively analysed and divided into logical tasks. The organisation of the jobs in a way that they are completed effectively is then given due consideration. The strategy also places a strong emphasis on paying workers fairly and educating them constantly to increase their productivity.

The Job Characteristics Approach

Hackman and Oldham are credited for popularising the job characteristics method. This method asserts a direct connection between rewards and job satisfaction. They said that when workers are fairly compensated for their efforts, they will work at their most productive and dedicated levels. They established five fundamental criteria — skill diversity, task identity, task relevance, autonomy, and feedback — that may be used to characterise any work.

Skill variety: When doing a work, the personnel must be able to use all of their skills and pick up new ones.

Task Identity: The extent to which an identifiable task or piece of work is required to be done for completion of the job.

Task Significance: How important is the job to the other people, what impact does it create on their lives?

Autonomy: Does the job offer freedom and independence to the individual performing the same.

Feedback: Is feedback necessary for improving performance.

Although they are various strategies, they all mostly point to the same elements that must be taken into account, such as interest, effectiveness, productivity, motivation, etc. They are all essential for efficient task design.

2.6 JOB SIMPLIFICATION

Job simplification is a technique for dividing a task into smaller, simpler sections in order to maximise an individual's productivity by reducing the amount of mental and physical effort required to complete a given task.

2.7 JOB ENLARGEMENT

A method of work design known as "job enlargement", involves increasing the number of tasks related to a given job. Job enlargement refers to the process of adding additional jobs and obligations to an existing employment while keeping it at the same level. By removing the boredom associated with executing a given work that involves repeating the same duties

and obligations, this increases the challenges involved in completing a particular task and so raises the degree of satisfaction among the employees.

2.8 JOB ROTATION

Job rotation is a practise where a person is regularly moved between different jobs/assignments within an organisation so that they can have a thorough understanding of all of the horizontal and vertical tasks and responsibilities attached to a position. It is a carefully thought-out exercise that gives employees the chance to define their talents and competencies. In a similar vein, the business may determine which individual is the greatest fit for a certain position. Thus, this is a circumstance where both the employee and the organisation win.

2.9 JOB ENRICHMENT

Organizations use job enrichment to raise employee satisfaction levels in their individual roles. This is accomplished by giving an employee extra authority or responsibility that was previously only assigned to his line manager or other senior roles. Hence, job enrichment helps people manage their time more independently. Employees that have more autonomy in their jobs don't need to report to their superiors for assistance with their tasks. This enables him or her to concentrate more intently on their task, create plans of action, make choices, and endeavour to achieve both personal and organisational goals. Moreover, job enrichment is a means to raise spirits within the company. Employees get more motivated to create more results as a result of feeling more a part of the organisation. Also, this enables workers to develop more vertical skills, which will qualify them for positions at higher levels of responsibility. Also, the workers feel more mentally disciplined and make decisions with greater authority. This helps them stay focused on their own organisational and personal goals.



Check Your Progress- B

Write True or False.

5. Rotating employees between jobs in a specified manner is referred to as job rotation.
6. The technical conference method is a technique for acquiring pertinent information about a work that primarily relies on the knowledge and experience of the supervisors.
7. Job enlargement is a method of classifying positions inside an organisation based on the pertinent qualities, obligations, and responsibilities.
8. Job classification is the process of grouping together similar categories of labour.

2.10 SUMMARY

- Job analysis is the process of identifying the responsibilities, necessary skills, and ideal candidate for a position.
- One outcome of a job analysis is a job description, which is a list of the duties, obligations, reporting structures, working conditions, and supervisory responsibilities of the job.
- Job analysis also produces Work Specification, which is a list of the job's "human requirements," such as the necessary training, abilities, personalities, and so forth.
- Job design primarily entails merging the duties or content of a job with the skills needed to carry them out. It provides a very clear description of the duties of the position and aids in drawing qualified applicants to the appropriate positions. Also, it gives the task a look of interest and specialisation.
- A job questionnaire is designed to gather comprehensive information about a certain employment.
- Employees record all of their daily activities in a diary or log, along with how much time each action takes.
- Position Analysis Questionnaires are designed to gather measurable information about the responsibilities and duties of various jobs.



2.11 GLOSSARY

- **Job Analysis:** the process of identifying the responsibilities, skill requirements, and ideal candidate for a job.
- **Job Description:** One outcome of a job analysis is a list of a position's duties, responsibilities, reporting relationships, working environments, and supervisory responsibilities.
- **Job Specification:** Another outcome of a job analysis is a list of Job's "human criteria," such as the necessary training, abilities, personality, and so on.
- **Job Design:** Job design primarily entails merging the duties or content of a job with the skills needed to carry them out. It provides a very clear description of the duties of the position and aids in drawing qualified applicants to the appropriate positions. Also, it makes the position seem exciting and specialized.
- **Organization Charts:** a diagram illustrating the division of labour inside an organization, complete with job names for each role and connecting lines indicating who reports to and collaborates with whom.

- **Process Chart:** A work-flow chart that shows the flow of inputs to and output from a particular job.
- **Diary/Log:** Employees keep a daily log of all the activities they participate in and how long each activity lasts.
- **Position Analysis Questionnaire:** A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs.

2.12 ANSWERS TO CHECK YOUR PROGRESS



Check Your Progress –A

1. Job Description
2. Job Analysis
3. Process Chart
4. Job Specification

Check Your Progress –B

5. True.
6. True.
7. False.
8. True.

2.13 REFERENCES



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2.15 TERMINAL QUESTIONS



1. Define Job Analysis?
2. Elaborate the process of Job Analysis?
3. Explain job design. Elaborate various approaches to job design.
4. Define job description?
5. Elaborate how to use Job questionnaire?