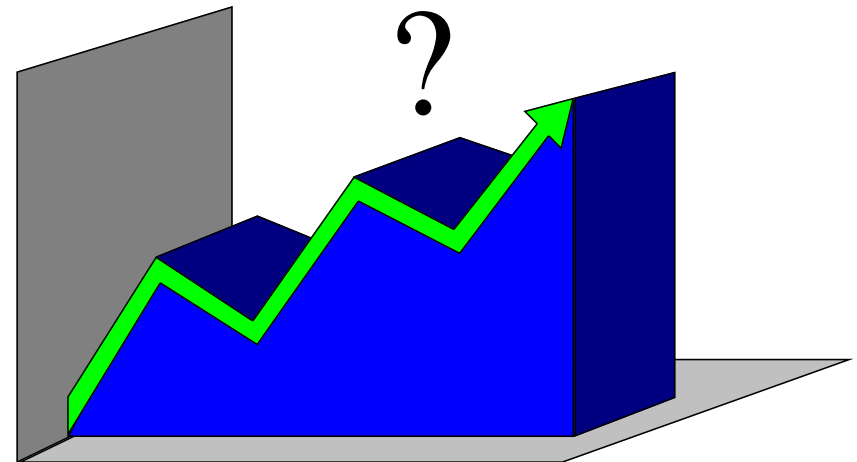


Job Analysis

- M.COM PART-1
PAPER-VIII (HRM)
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Job Analysis

- **Job Analysis** is a systematic exploration of the activities within a job.
- It defines and documents the duties, responsibilities and accountabilities of a job and the conditions under which a job is performed.



Job Analysis

- **Job Analysis Methods**
 - **Observation method** – job analyst watches employees directly or reviews film of workers on the job.
 - **Individual interview method** – a team of job incumbents is selected and extensively interviewed.
 - **Group interview method** – a number of job incumbents are interviewed simultaneously.

Job Analysis

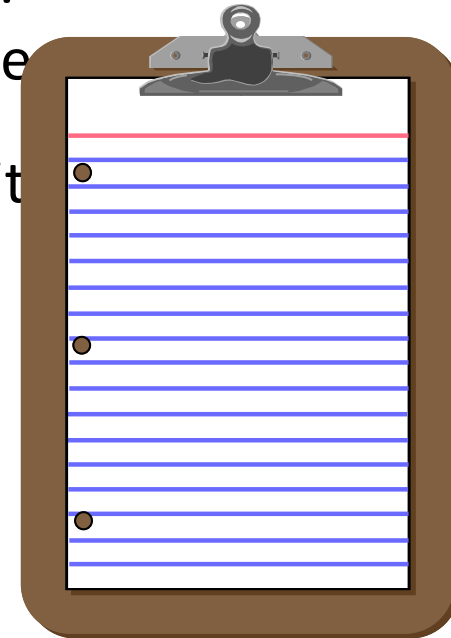
- **Job Analysis Methods**
 - **Structured questionnaire method** – workers complete a specifically designed questionnaire.
 - **Technical conference method** – uses supervisors with an extensive knowledge of the job.
 - **Diary method** – job incumbents record their daily activities.
- The best results are usually achieved with some combination of methods.

Job Analysis

- **Structured Job Analysis Techniques**
 - Department of Labor's Job Analysis Process:
 - Information from observations and interviews is used to classify jobs by their involvement with data, people and things.
 - Information on thousands of titles available on O*Net OnLine which is the Department of Labor's replacement for the Dictionary of Occupational Titles.

Job Analysis

- **Position Analysis Questionnaire (PAQ)(developed at Purdue University)**
 - Jobs are rated on 194 elements, grouped in six major divisions and 28 sections.
 - The elements represent requirements that are applicable to all types of jobs.
 - This type of quantitative questionnaire allows many different jobs to be compared with each other, however, it appears to be more applicable to higher-level professional jobs.



Job Analysis

- **Job Descriptions**

- Written statement of what jobholder does, how it is done, under what conditions and why.
- Common format: title; duties; distinguishing characteristics; environmental conditions; authority and responsibilities.
- Used to describe the job to applicants, to guide new employees, and to evaluate employees.

Job Analysis

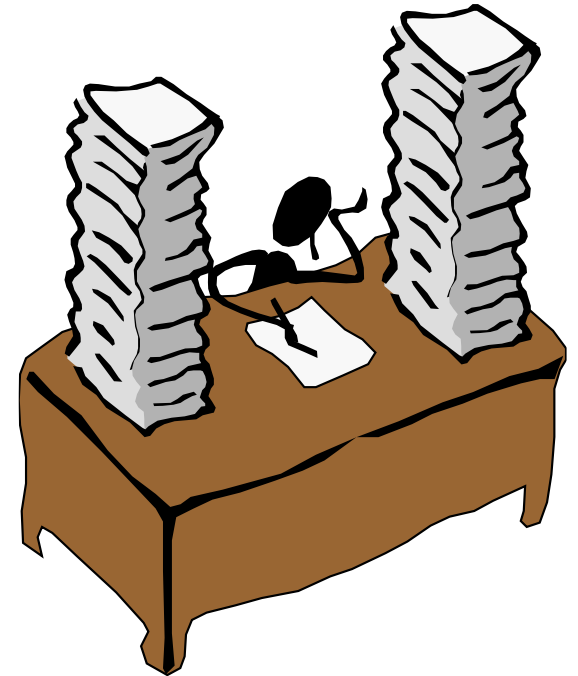
- **Job Specifications**
 - States minimum acceptable qualifications.
 - Used to select employees who have the essential qualifications.



Job Analysis

- **Job Evaluations**

- Specify relative value of each job in the organization.
- Used to design equitable compensation program.



Job Analysis

- **The Multi-faceted Nature of Job Analysis**
 - Almost all HRM activities are tied to job analysis.
 - Job analysis is the starting point for sound HRM.

Job Analysis

- Job Analysis and the Changing World of Work
 - Globalization, quality initiatives, telecommuting, and teams require adjustments to the components of a job.
 - Today's jobs often require not only technical skills but interpersonal skills and communication skills as well.

