



Chapter 3 The Analysis and Design of Work

True/False Questions

4-1. Job design is more related to changing the nature of jobs than job analysis.

Ans: T

Difficulty: E

Page 111

LO2

4-2. The way in which a firm competes has no relationship to the way the tasks are organized.

Ans: F

Difficulty: E

Page 110

LO1

4-3. Workflow design is the process of analyzing the tasks necessary for the production of a product or service.

Ans: T

Difficulty: E

Page 111

LO1

4-4. Errors in the job analysis process is most likely to result form outdated job descriptions.

Ans: T

Difficulty: M

Page 126

LO3

4-5. Major needs of Total Quality Management programs are to clearly identify the outputs of work, to specify the quality standards for those outputs, and to analyze the processes and inputs necessary for producing the outputs.

Ans: T

Difficulty: M

Page 111

LO1

4-6. Analyzing work processes consists of identifying the tasks that must be performed in the production of the product.

Ans: T

Difficulty: M

Page 113

LO1

4-7. Raw materials, equipment, and human skills are all inputs in a workflow process.

Ans: T

Difficulty: M

Page 113

LO1

4-8. Job analysis refers to the process of getting detailed information about jobs.

Ans: T

Difficulty: E

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LO2

4-9. Job analysis is an activity that has little importance to line managers.

Ans: F

Difficulty: M
Page 117
LO2

4-10. A job specification is a list of the tasks, duties, and responsibilities that the job entails.

Ans: F
Difficulty: E
Page 119
LO2

4-11. A job description is a list of the knowledge, skills, abilities, and other characteristics that an individual must have to perform the job.

Ans: F
Difficulty: E
Page 119
LO2

4-12. Functional structures tend to be more flexible and innovative than divisional structures.

Ans: F
Difficulty: M
Page 115
LO1

4-13. The Fleishman Job Analysis System provides standardized worker information.

Ans: T
Difficulty: M
Page 125
LO3



4-14. The Position Analysis Questionnaire is based on a taxonomy of 52 cognitive, psychomotor, physical, and sensory abilities.

Ans: F

Difficulty: M

Page 125

LO3

4-15. An advantage of the Position Analysis Questionnaire is that it can be filled out by almost anyone.

Ans: F

Difficulty: M

Page 123

LO3

4-16. Research has shown that there is greater agreement between supervisors and subordinates when rating general job duties than when rating specific tasks.

Ans: T

Difficulty: M

Page 122

LO3

4-17. Research has demonstrated that high performers give more accurate job analysis information than do low job performers.

Ans: F

Difficulty: M

Page 122

LO3

4-18. When conducting a job analysis, one should take steps to ensure that the job analysis information represents a variety of gender, racial, and experience-level categories.

Ans: T

Difficulty: M
Page 122
LO3

4-19. Job design is a process that defines how work is performed and the tasks required to do the job.

Ans: T
Difficulty: M
Page 127
LO5

4-20. Most research indicates that job-design interventions emphasizing motivational approaches increase productivity as well as making people more satisfied.

Ans: F
Difficulty: M
Page 130
LO5

4-21. Job enlargement adds more decision-making authority to jobs.

Ans: F
Difficulty: M
Page 130
LO5

4-22. Task significance is the degree to which a job requires completing a “whole” piece of work from beginning to end.

Ans: F
Difficulty: M
Page 129
LO5

4-23. Scientific management was one of the earliest and best-known statements of the mechanistic approach to job design.

Ans: T

Difficulty: E

Page 130

LO5

4-24. The biological approach to job design has its roots in the ergonomics literature.

Ans: T

Difficulty: E

Page 130

LO5

4-25. The choice of various job design approaches depends on the trade-off between the motivational value of jobs and the efficiency with which the jobs are performed.

Ans: T

Difficulty: M

Page 131

LO6

Multiple Choice Questions

4-26. Jobs in functional organizations tend to

- a. have much decision-making authority.
- b. be broad based and rapidly changing.
- c. be more holistic with workers involved with teams.
- d. be narrow and specialized.

Ans: d

Difficulty: M

Page 116

LO1

- 4-27. The team-based work design introduced by Levi in the mid 1990s to produce their jeans
- a. increased output dramatically.
 - b. increased worker morale.
 - c. clashed with the company's "rugged, individualistic" philosophy.
 - d. none of the above.

Ans: c

Difficulty: M

Page 109

LO5

- 4-28. A company that competes via an innovation strategy would
- a. emphasize the need for flexibility.
 - b. use functional approach to job design.
 - c. centralize decision-making.
 - d. all of the above.

Ans: a

Difficulty: M

Page 110

LO2

- 4-29. Divisional structures are most appropriate
- a. when flexibility is required.
 - b. when dealing with rapidly changing environments.
 - c. to support organizations that compete on differentiation.
 - d. all of the above.

Ans: d

Difficulty: M

Page 116

LO1

4-30. The Position Analysis Questionnaire (PAQ)

- a. requires trained job analysts to complete it.
- b. covers work context as well as inputs, outputs and processes.
- c. describes specific task activities that comprise the actual job.
- d. a and b only.

Ans: d

Difficulty: H

Page 122

LO3

4-31. Which of the following refers to the process of analyzing the tasks necessary for the production of a product or service and allocating these tasks to particular work units or individuals?

- a. Job design
- b. Job analysis
- c. Job evaluation
- d. Workflow design

Ans: d

Difficulty: E

Page 111

LO1

4-32. The ProMES system is most relevant to what part of workflow analysis?

- a. Analyzing work outputs
- b. Analyzing work processes
- c. Analyzing work inputs
- d. Total quality management

Ans: a

Difficulty: M

Page 112

LO1

4-33. Assume that you are writing a report for your class. You do not possess good writing skills, and, because of this deficiency, your paper receives a grade of D. In which part of the workflow process was the deficiency?

- a. Raw inputs
- b. Equipment
- c. Human resources
- d. Activity

Ans: c

Difficulty: H

Page 112

LO1

4-34. Assume that you are writing a report for your class. You forget to spell-check the paper before turning it in, and it has numerous typographical and spelling errors. Because of this deficiency, your paper receives a grade of D. In which part of the workflow process was the deficiency?

- a. Raw inputs
- b. Equipment
- c. Human resources
- d. Activity

Ans: d

Difficulty: H

Page 112

LO1

4-35. Assume that you go to the local fast food restaurant to get a hamburger. A few hours later, you are sick as a dog and conclude that you ate some spoiled meat. In which part of the workflow process was the deficiency in this case?

- a. Raw inputs
- b. Equipment
- c. Human resources
- d. Activity

Ans: a

Difficulty: H

Page 112

LO1

4-36. Assume that you were asked to write a paper, and you wrote it. You received a grade of D, and the professor writes on the paper that this was not at all what she was looking for. In which part of the workflow process were you deficient?

- a. Raw inputs
- b. Output
- c. Human resources
- d. Activity

Ans: b

Difficulty: H

Page 112

LO1

4-37. Inputs used in the development of a work unit's output include

- a. equipment.
- b. raw materials.
- c. human skills.
- d. all of the above.

Ans: d

Difficulty: E

Page 113

LO1

4-38. Which of the following refers to the process of getting detailed information about jobs?

- a. Job specification
- b. Job description
- c. Job analysis
- d. Job design

Ans: c

Difficulty: E

Page 117

LO2

4- 39. Job analysis information is often used to identify the behaviors and results that distinguish effective performance from ineffective performance. This is most relevant to which HR activity?

- a. Performance appraisal
- b. Training and development
- c. Job evaluation
- d. Work redesign

Ans: a

Difficulty: M

Page 118

LO2

4-40. Job analysis information is used to judge the relative worth of different jobs in an organization. This HR activity is

- a. performance appraisal.
- b. training and development.
- c. job evaluation.
- d. work redesign.

Ans: c

Difficulty: E

Page 118

LO3

4-41. Which of the following is not a reason that job analysis is important to line managers?

- a. It provides them with an understanding of the workflow process.
- b. It provides them with job requirements to make more accurate hiring decisions.
- c. It provides them with knowledge of what is required in a job so that they can make more accurate evaluations of subordinates.
- d. It provides an avenue for communicating policy information.

Ans: d

Difficulty: M

Page 118

LO2

4-42. Which of the following refers to the knowledge, skills, abilities, and other characteristics that an individual must have to perform the job?

- a. Job specification
- b. Job description
- c. Job analysis
- d. Job design

Ans: a

Difficulty: E

Page 119

LO4

4-43. Which of the following refers to a list of the tasks, duties, and responsibilities that a job entails?

- a. Job specification
- b. Job description
- c. Job analysis
- d. Job design

Ans: b

Difficulty: E

Page 119

LO4

4-44. A person's level of proficiency at performing a particular task is called

- a. knowledge.
- b. ability.
- c. skill.
- d. responsibility.

Ans: c

Difficulty: M

Page 119

LO4

4-45. Job analysis information usually is obtained from

- a. job incumbents.
- b. supervisors.

- c. co-workers.
- d. both a and b.

Ans: d

Difficulty: M

Page 120-21

LO2

4-46. Which job analysis method entails rating the job in terms of the extent to which it requires each of 52 cognitive, psychomotor, physical, and sensory abilities?

- a. Job Element Method
- b. Task Analysis
- c. Fleishman Job Analysis Method
- d. Position Analysis Questionnaire

Ans: c

Difficulty: M

Page 125

LO3

4-47. Assume that you are thinking of developing a career planning system based on the skills that are required in the jobs you are examining. Which job analysis method would be the most useful to you?

- a. Job Element Method
- b. Task Analysis
- c. Fleishman Job Analysis Method
- d. Position Analysis Questionnaire

Ans: c

Difficulty: H

Page 125

LO3

4-48. Which of the following is not an advantage of Position Analysis Questionnaire?

- a. it is helpful in developing job descriptions.
- b. it provides comparative information about jobs.
- c. it covers the work context.
- d. it provides information about work input, output and processes.

Ans: a

Difficulty: H

Page 123

LO3

4-49. Which job analysis method entails generating a list of the tasks performed in a job and then rating these tasks in terms of their importance and time spent?

- a. Job Element Method
- b. Task Analysis
- c. Fleishman Job Analysis Method
- d. Position Analysis Questionnaire

Ans: b

Difficulty: M

Page 124

LO3

4-50. Which of the following sources of job analysis information would most likely provide accurate information regarding the time spent on various tasks?

- a. Supervisors
- b. Incumbents
- c. Customers
- d. Subordinates

Ans: b

Difficulty: H

Page 122

LO3

4-51. Which of the following sources of job analysis information would be the most likely to provide accurate information regarding the importance of various tasks?

- a. Supervisors
- b. Incumbents
- c. Customers
- d. Subordinates



Ans: a

Difficulty: M

Page 122

LO3

4-52. Which of the following statements is true about different sources of job analysis information?

- a. There are consistent differences between high and low performers in their job analysis ratings.
- b. There are no differences between blacks and whites in terms of their job analysis ratings.
- c. There are no differences between men and women in terms of their job analysis ratings.
- d. There seem to be differences in job analysis ratings between those with high versus low experience.

Ans: d

Difficulty: H

Page 122

LO3

4-53. An experiment at IBM with “telework,” doing one’s work away from the office, showed that

- a. teamwork was not affected
- b. teleworkers felt isolated
- c. productivity was improved significantly
- d. b and c only.

Ans: d

Difficulty: H

Page 121

LO3

4-54. Which of the following refers to the process of defining the way work will be performed and the tasks that will be required in a given job?

- a. Job specification
- b. Job description
- c. Job analysis
- d. Job design

Ans: d

Difficulty: E

Page 127



LO5

4-55. Which of the following refers to changing the tasks or the way work is performed in an existing job?

- a. Job redesign
- b. Job description
- c. Job specification
- d. Job design

Ans: a

Difficulty: E

Page 127

LO5

4-56. Which of the following approaches to job design has its roots in the organizational psychology and management literatures?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: a

Difficulty: M

Page 127

LO5

4-57. According to the Job Characteristics Model, which of the following is not an outcome of jobs high in the core job characteristics?

- a. Performance quality
- b. quantity of performance
- c. Satisfaction
- d. Internal work motivation

Ans: b

Difficulty: M

Page 127

LO5

4-58. As a manager, you want to redesign a job because your most recent attitude survey indicated that individuals were very bored with the monotony of their job. Which job design approach would be most helpful to you?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: a

Difficulty: H

Page 128

LO5

4-59. According to the Job Characteristics Model, which of the following characteristics is not related to one's experienced meaningfulness of work?

- a. Task variety
- b. Task identity
- c. Task significance
- d. Feedback

Ans: d

Difficulty: M

Page 129

LO5

4-60. The extent to which the job requires a variety of skills to be used to carry out tasks is called

- a. task identity.
- b. task significance.
- c. skill variety.
- d. autonomy.

Ans: c

Difficulty: E

Page 129

LO5

4-61. The degree to which the job allows an individual to make decisions about the way the work is carried out is called

- a. task identity.
- b. task discretion.
- c. skill variety.
- d. autonomy.

Ans: d

Difficulty: M

Page 129

LO5

4-62. The extent to which the job has an important impact on the lives of other people

- a. task significance.
- b. task identity.
- c. people impact.
- d. autonomy.

Ans: a

Difficulty: M

Page 129

LO5

4-63. The extent to which a person receives clear information about his or her performance from the job itself is

- a. autonomy.
- b. communication.
- c. feedback.
- d. task identity.

Ans: c

Difficulty: M

Page 129

LO5

4-64. Which of the following approaches to job design has its roots in the industrial engineering literature?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: b

Difficulty: M

Page 130

LO5

4-65. Which of the following approaches to job design focuses on efficiency as the major outcome of interest?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: b

Difficulty: M

Page 130

LO5

4-66. Which of the following approaches to job design focuses on physical comfort (i.e. reducing fatigue, aches, and pains) as the major outcome of interest?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: c

Difficulty: M

Page 130

LO5

4-67. As a manager, you want to redesign a job to ensure that incumbents have fewer physical ailments such as backaches, and so on. Which job design approach would be most helpful to you?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: c

Difficulty: H

Page 130

LO5

4-68. Which of the following approaches to job design seeks to design jobs in such a way that the job requirements do not exceed people's mental capabilities?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: d

Difficulty: M

Page 131

LO5

4-69. Which of the following approaches to job design has its roots in the ergonomics literature?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: d

Difficulty: M

Page 130

LO5

4-70. Which of the following approaches to job design has its roots in the human factors literature?

- a. Motivational approach

- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: d

Difficulty: M

Page 131

LO5

4-71. Which of the following approaches to job design focuses on job satisfaction as the major outcome of interest?

- a. Motivational approach
- b. Mechanistic approach
- c. Biological approach
- d. Perceptual-motor approach

Ans: a

Difficulty: H

Page 132

LO5, 6

4-72. As a manager, you decide to design a job based on the principles of the motivational approach. Based on the existing research, which of the following outcomes should you least expect?

- a. Increased job satisfaction
- b. Increased quality of production
- c. Increased efficiency of production
- d. Decreased absenteeism

Ans: a

Difficulty: H

Page 132

LO5, 6

4-73. As a manager, you decide to design a job based on the principles of the mechanistic approach. Based on the existing research, which of the following outcomes should you least expect?

- a. Increased job satisfaction
- b. Decreased skill requirements



- c. Increased efficiency of production
- d. Lower wage rates

Ans: a

Difficulty: H

Page 132

LO5, 6

4-74. As a manager, you decide to design a job based on the principles of the biological approach. Based on the existing research, which of the following outcomes should you most expect?

- a. Increased job satisfaction
- b. Decreased skill requirements
- c. High financial costs from changes in equipment or the job environment
- d. Lower wage rates

Ans: c

Difficulty: H

Page 132

LO5, 6

4-75. As a manager, you decide to design a job based on the principles of the perceptual-motor approach. Based on the existing research, which of the following outcomes should you most expect?

- a. Increased job satisfaction
- b. Increased skill requirements
- c. Increased absenteeism
- d. Higher wage rates

Ans: c

Difficulty: H

Page 132

LO5, 6

Essay Questions

4-76. You are familiar with fast food restaurants. Analyze the workflow process and describe each component to this process.

- Ans: 1. Output—food and/or service
2. Activities—taking order, cooking food, placing food in containers, taking money, serving food to customer
3. Raw inputs—meat, lettuce, and so on.
4. Equipment—grill, cash register
5. Human resources—knowledge of menu, knowledge of how to make change, knowledge of how to cook food, knowledge of how to wrap food, knowledge of how to work cash register, interpersonal skills, and so on.

Difficulty: H

Page 111

LO1

4-77. Based on a workflow analysis, describe the major differences between the human resources skills required at a fast food restaurant and those at a five-star restaurant.

Ans: Fast food—low-level skills; only need to follow standardized procedures; in many cases each individual possesses general skills in order to rotate among jobs

Five-star—high-level skills, depth of specialized knowledge required of a particular job, more ability to adapt to changing circumstances; in many jobs higher requirement for interpersonal skills

Difficulty: M

Page 113

LO1

4-78. Based on a workflow analysis, describe the major differences between how tasks are grouped into jobs at a fast food restaurant and those at a five-star restaurant. Which job design approach do you see predominating in each?

Ans: 1. Fast food—each job is very specialized with few tasks, each of which is specified through standard operational procedures. This is based on a mechanistic approach to job design.

2. Five-star—each job has broader task requirements, and an individual has greater responsibility for completing a whole piece of work. This is closer to a motivational approach to job design.

Difficulty: M

Page 111-113

LO1, LO5

4-79. Discuss the dimensions covered by the Position Analysis Questionnaire.

Ans: Six areas are covered:

1. information input
2. mental processes
3. work output
4. relationships with others
5. job context
6. other characteristics

Difficulty: H

Page 122-123

LO3

4-80. Compare and contrast the various outcomes of the four different approaches to job design.

Ans: The four job design approaches are motivational, mechanistic, biological, and perceptual/motor. They tend to have positive and negative outcomes related to job satisfaction, motivation, training needs, physical effort, health factors, and efficiency. These are shown in Table 4.5.

Difficulty: H

Page 132, Table 4.5

LO6

4-81. Job analysis is important to HR managers because information gathered in job analysis is used in so many HR activities/functions. Describe how job analysis information is used in four different HR activities/functions.

Ans: 1. Selection—determine tasks and skills required in the job to design tests that measure aptitude or ability to perform the job.

2. Performance appraisal—provides information regarding what constituted effective performance in a job.

3. Training and development—provide information regarding the tasks and skills that should be taught in training and development activities.

4. Job evaluation—provides information necessary to make comparisons of the relative worth or requirements across different jobs.

5. Career planning—knowledge of the skill requirements in various career paths provides guidance to help people choose career paths consistent with their skills or to specify the skills that will need to be acquired in order to pursue a given career path.

6. Work redesign—need information regarding the tasks and requirements of the existing job prior to

redesigning it.

7. Human resource planning—provides information regarding the skill required in various jobs throughout the organization to ensure that the firm has the people necessary to function effectively.

Difficulty: H

Page 117-118

LO2

4-82. Why is job analysis important to line managers?

Ans: —They must have detailed information about all of the jobs in the work group in order to understand the workflow process.

—They need to understand the job requirements in order to make intelligent hiring decisions (i.e., hire only individuals who possess the required skills).

—They need to know the job requirements in order to accurately evaluate the performance of those in the job.

Difficulty: M

Page 118-119

LO2

4-83. Consider the job of salesperson at a moderately priced clothing store. How would you redesign the job to increase the positive outcomes associated with the motivational approach to job design?

Ans: Increase customer contact—let individuals work the sale from the beginning to cashing out (skill variety and task identity), give salespeople freedom to sell however they want (autonomy), provide sales figures for feedback (feedback), stress the importance of customers' needs to have clothes that make them look good (task significance).

Difficulty: H

Page 127-130

LO4

4-84. Consider the job of university professor in terms of teaching. How would you redesign the job according to the mechanistic approach?

Ans: Specialize so that each professor only has to give lectures on one or a very few topics and have him or her do it over and over again; determine the best way to conduct a lecture, provide intensive training regarding the exact procedures for giving lectures.

Difficulty: H



Page 130

LO4

4-85. What are the differences among job analysis, job descriptions, and job specifications?

Ans: —Job analysis is the process of gaining detailed information about jobs, and it usually includes both a job description and a job specification as an output of the process.

—Job description is a list of the tasks, duties, and responsibilities (work being performed) required by a job.

—Job specification is a list of the knowledge, skills, abilities, and other characteristics that a jobholder must have in order to be able to effectively do the tasks, duties, and responsibilities.

Difficulty: E

Page 119-120

LO3