Student name:\_\_\_\_\_\_\_\_\_\_

**1)** Work is increasingly being organized around which of the following?

 A) Activities and processes
 B) Teams and processes
 C) Functions and teams
 D) Processes and activities
 E) Functions and activities

**2)** Which of the following is an advantage of using employee logs for collecting job analysis information?

 A) They require little effort from job holders and HR specialists
 B) Entries become more accurate and frequent overtime
 C) Managers and workers see them as helpful and favour their introduction
 D) They are a quick, cost-efficient method of collecting job analysis information
 E) The logs can be quite accurate if entries are made over the entire job cycle

**3)** There are three main differences between competency-based job analyses and other forms of job analyses. Which of the following is one of these differences?

 A) Competencies are job-specific, contributing to success in only one job within the organization
 B) Competencies are uniform across job roles
 C) Competencies do not support the firm's vision, strategic direction, or values
 D) Competencies contribute to both job performance and organizational success
 E) Competencies need to be enacted the same way for every job to ensure strong performance

**4)** When conducting an interview to collect job analysis data, the interviewer should collect a variety of information. Which of the following is a human characteristic that the interviewer may need to capture?

 A) The level of decision-making authority associated with the job
 B) The noise exposure inherent to the job
 C) Information about health and safety features of the job
 D) A description of how performance is measured for the job
 E) An outline of the type and amount of experience required for the job

**5)** Which of the following may occur as a result of job rotation?

 A) Changes to the relationships between tasks, activities, and objectives
 B) Faster adoption of effective training techniques
 C) Increased monotony of highly specialized work
 D) Improvements to worker self-image and personal growth
 E) Workers become highly competent in one job rather than several jobs

**6)** Which of the following is an organizational factor that should be considered when designing jobs?

 A) Feedback
 B) Workforce availability
 C) Job enrichment
 D) Autonomy
 E) Work flow

**7)** In the past, many individuals in Canada were willing to work for long hours doing difficult jobs. However, today workers are more educated and expect a higher quality of work life. This is an example of which element that should be considered when designing jobs?

 A) Work practices
 B) Social expectations
 C) Environmental considerations
 D) Task significance
 E) Job specifications

**8)** Which of the following is a key employee consideration when designing jobs?

 A) Efficiency
 B) Ergonomics
 C) Task identity
 D) Job rotation
 E) Work practices

**9)** Which of the following is a major Human Resource Management activity that relies on job analysis information?

 A) Selecting an appropriate organizational strategy
 B) Outlining the organizational mission
 C) Conducting an environmental scan
 D) Planning future human resource requirements
 E) Determining employee career paths

**10)** Likely targets of job analysis are jobs that

 A) have not required any recent alterations to the work environment.
 B) are easy to learn or perform.
 C) rarely have to be filled by new employees.
 D) are unimportant to the success of the organization.
 E) are affected by new technology.

**11)** Which of the following is a disadvantage of using direct observation as a means of collecting job- and performance-related information?

 A) Workers may perform differently when they know they are being watched
 B) It cannot confirm doubts emerging from data collected using other methods
 C) It cannot be used when language barriers exist
 D) When analysts question data from other techniques, it cannot remove doubts
 E) It only captures irregularly occurring activities

**12)** Which of the following is a nonhuman source of job data?

 A) Job incumbent
 B) Subordinates
 C) Job experts
 D) Organization charts
 E) Supervisors

**13)** Job analysis consists of three phases. Which of the following is part of phase 2, which involves collecting job analysis information?

 A) Outlining job specifications
 B) Determining sources of job data
 C) Changing HR systems
 D) Designing HRIS
 E) Redesigning work flow

**14)** When creating a job analysis questionnaire, which of the following may be considered under the category of "working conditions"?

 A) Education and training
 B) An outline of the equipment used
 C) Necessary skills and attributes
 D) A description of how performance is measured
 E) Physical surroundings encountered on the job

**15)** A competency is defined as?

 A) The specific tasks and responsibilities to be performed by an individual
 B) The sequence of and balance between jobs in an organization needed to produce the firm's goods or services
 C) The knowledge, skill, ability, or behaviour required to be successful on the job
 D) The part of a job description that includes the job title, location, and status
 E) A group of leaders within the organization

**16)** According to the Job Characteristics Model, which of the following outcomes occurs when employees do meaningful work, have high levels of responsibility, and are knowledgeable about the outcomes of their work?

 A) Low motivation
 B) High absenteeism
 C) Low Satisfaction
 D) High Turnover
 E) High performance

**17)** Human Resource departments use a combination of tools to improve the work experience for workers in routine jobs. Which of the following describes job enrichment?

 A) Adding more responsibility, autonomy, and control to a job
 B) Increasing the number of tasks to a job to increase the job cycle
 C) Moving employees from one job to another
 D) Work that is organized around teams and processes
 E) Providing workers with more feedback

**18)** In the context of human resource management, what does the acronym NOC stand for?

 A) National Organization of Cosmetologists
 B) National Optometrists Conference
 C) Norwegian Organic Commission
 D) National Organizational Classification
 E) National Occupational Classification

**19)** Industrial engineers suggest task specialization for improving efficiency among assembly line workers. Why would task specialization improve efficiency for these workers?

 A) The work involves a short job cycle
 B) The work demands large investments in training
 C) The work consists of many different tasks
 D) The work requires completing highly complex tasks
 E) The work prevents workers from learning the job quickly

**20)** Which of the following is a fast and cost-effective way of collecting job analysis information?

 A) Questionnaires
 B) Interviews
 C) Employee logs
 D) Observation
 E) Focus Groups

**21)** Job analysis information is usually sufficient for establishing performance standards for jobs with which of the following features?

 A) Performance that requires substantial interpretation
 B) Performance that is measured across very long work cycles
 C) Performance standards that are only fully understood by supervisors
 D) Performance that is difficult to measure
 E) Performance that is quantified

**22)** Ergonomics focuses on which of the following?

 A) The sequence of jobs in an organization needed to produce the firm's goods
 B) Achieving maximal output with minimal input
 C) Giving workers control over their work and their response to the work environment
 D) Giving workers the feeling of pride that results from doing an entire piece of work
 E) How human beings physically interface with their work

**23)** Which of the following is a job responsibility captured by conducting a job analysis?

 A) A description of safety and health features
 B) The physical attributes needed to perform the job
 C) A job summary
 D) Information about decision-making authority
 E) A description of factors that contribute to successful performance

**24)** Jobs are at the core of every organization's productivity and must therefore be understood for HR to be effective. Which of the following describes an advantage of having several identical positions within an organization as opposed to hundreds of different positions?

 A) Employee output increases, boosting organizational productivity
 B) The organization is better able to meet the demands of society, customers, employees, and other stakeholders
 C) Profits increase for the organization
 D) Meeting customer needs becomes easier
 E) HR professionals do not need to collect details about each position separately

**25)** Which of the following details can be found in the job identity section of a job description?

 A) What the job requires
 B) How the job is done
 C) Where the job is located
 D) The nature of any travel requirements
 E) If the job description received approval from jobholders and supervisors

**26)** According to a survey conducted by Glassdoor, which of the following aspects has been cited as being different from new hires' expectations set during the hiring process?

 A) The office space
 B) Compensation
 C) Employee benefits package
 D) Job responsibilities
 E) Training requirements

**27)** Which of the following solutions could address the diminished visual capabilities of an aging workforce?

 A) Making mechanical tilters available for worker use
 B) Making improvements to lighting arrangements
 C) Installing vacuum lifts
 D) Purchasing screw guns
 E) Ensuring that all tables are adjustable

**28)** After selected jobholders review job descriptions, they should be approved by

 A) Supervisors
 B) Line managers
 C) All other jobholders
 D) Investors
 E) The CEO

**29)** Which of the following describes a challenge associated with competency-based job analyses?

 A) Competencies only support the firm's vision indirectly
 B) Competencies offer minimal contributions to the success of the organization
 C) Competencies that become increasingly job-spanning may not be legally defensible
 D) Competencies often apply to only one job in an organization
 E) Competencies cannot vary in importance across job levels

**30)** Job performance standards are:

 A) Set and cannot be changed once established
 B) Targets for employee efforts
 C) Susceptible to change, based upon an employee's gender
 D) Defined by the Canadian Standards Association
 E) Based solely on industry standards

**31)** Which of the following factors give rise to work practices?

 A) Tradition
 B) Autonomy
 C) Expectations of workers
 D) Workforce availability
 E) Task significance

**32)** According to the Job Characteristics Model, which of the following job characteristics leads to fatigue and errors when it is lacking?

 A) Task efficiency
 B) Work flow
 C) Ergonomics
 D) Variety
 E) Feedback

**33)** In today's fast-changing environments, job analysis will continue to be relevant for legal compliance and defensibility in the event of a court action.

 ⊚ true
 ⊚ false

**34)** Global competition, fast technological obsolescence, changing worker profiles, and rapid increases in knowledge requirements have made it difficult to create accurate and up-to-date job descriptions.

 ⊚ true
 ⊚ false

**35)** A job is a collection of tasks and responsibilities performed by an individual.

 ⊚ true
 ⊚ false

**36)** When job crafting is offered to increase job resources and add challenging job demands, employees display higher work engagement.

 ⊚ true
 ⊚ false

**37)** The first phase of the job analysis process involves identifying the data required to study jobs.

 ⊚ true
 ⊚ false

**38)** In unionized organizations, job analysis steps have to meet the various provisions of the collective agreement.

 ⊚ true
 ⊚ false

**39)** Job analysis questionnaires are checklists that seek to collect information about jobs in a customized, non-uniform manner.

 ⊚ true
 ⊚ false

**40)** Questionnaires are particularly important when collecting information from human sources.

 ⊚ true
 ⊚ false

**41)** The working conditions section of a job description contains information about health and safety hazards and travel requirements associated with the job.

 ⊚ true
 ⊚ false

**42)** Performance standards describe to what level an employee needs to be doing the job to be a good performer versus an average or a poor performer.

 ⊚ true
 ⊚ false

**43)** Required safety training and equipment are both human characteristics that would be included on a job description.

 ⊚ true
 ⊚ false

**44)** The critical incident method involves identifying and describing specific events when an employee performed very well and when that employee performed poorly.

 ⊚ true
 ⊚ false

**45)** When collecting job data, analysts usually talk to a limited number of workers and then ask supervisors to verify the information.

 ⊚ true
 ⊚ false

**46)** Focus groups are face-to-face meetings with five to seven knowledgeable experts on a job and a facilitator to collect job- and performance-related information

 ⊚ true
 ⊚ false

**47)** When analysts use interviews to collect job information, they may use the job analysis questionnaire as a guide but can add other questions if needed.

 ⊚ true
 ⊚ false

**48)** When using interviews to collect job data, only line managers are interviewed.

 ⊚ true
 ⊚ false

**49)** When a facilitator brings together five to seven experts on a job to discuss the job duties and responsibilities, it is called a brainstorming group.

 ⊚ true
 ⊚ false

**50)** An employee log is an approach to collecting job- and performance-related information by asking the jobholder to summarize tasks, activities, and challenges in a diary format.

 ⊚ true
 ⊚ false

**51)** The observation method of job analysis data collection faces issues of misunderstood questions, incomplete responses, and low response rates.

 ⊚ true
 ⊚ false

**52)** Since each method of collecting job- and performance-related information has its shortcomings, analysts often use a combination of two or more techniques concurrently.

 ⊚ true
 ⊚ false

**53)** A drawback of using focus groups to collect job data is that they prevent participant ideas from building off of one another to gain consensus on job duties and responsibilities.

 ⊚ true
 ⊚ false

**54)** Once information about various jobs has been collected, it informs job descriptions, job specifications, job standards, and competency models.

 ⊚ true
 ⊚ false

**55)** Observation is the most common method of collecting data for job analysis.

 ⊚ true
 ⊚ false

**56)** A job description is a collection of tasks and responsibilities performed by an individual.

 ⊚ true
 ⊚ false

**57)** "Display and stock merchandise on shelves" is an example of a responsibility on a job description.

 ⊚ true
 ⊚ false

**58)** Having selected jobholders and their supervisors approve a job description is a way to further test the job description.

 ⊚ true
 ⊚ false

**59)** The two major attributes of jobs used for classification criteria in the NOC were skill level and skill type.

 ⊚ true
 ⊚ false

**60)** The first digit in the National Occupational Classification represents the skill type category.

 ⊚ true
 ⊚ false

**61)** In the National Occupational Classification, the second digit represents the education level.

 ⊚ true
 ⊚ false

**62)** A job specification is a written statement that explains what a job demands of jobholders and the human skills and factors required.

 ⊚ true
 ⊚ false

**63)** "Works in a well-ventilated office" would be included in a job specification to highlight the physical demands of a job.

 ⊚ true
 ⊚ false

**64)** It would be better to include "must lift heavy materials" than "lifts 10-pound boxes" in a job specification.

 ⊚ true
 ⊚ false

**65)** According to a survey by Glassdoor, employee morale was the most commonly cited aspect of jobs that was different from what new hires expected.

 ⊚ true
 ⊚ false

**66)** When measured performance is misaligned with job performance standards, corrective action is taken to change either the standards or the feedback to improve actual job performance.

 ⊚ true
 ⊚ false

**67)** Job performance standards are developed from job analysis information.

 ⊚ true
 ⊚ false

**68)** Job descriptions can be instrumental in ensuring that new hires' expectations about a job are met.

 ⊚ true
 ⊚ false

**69)** Industry standards may be used as benchmarks for performance in service functions such as HR.

 ⊚ true
 ⊚ false

**70)** A competency matrix indicates to what level multiple jobs across a firm should have mastery of each competency.

 ⊚ true
 ⊚ false

**71)** The need for an engineer to have the technical expertise at skill level 6 would be included on a competency matrix.

 ⊚ true
 ⊚ false

**72)** When competencies are no longer supported by specific duties or tasks any decisions made based on these competencies may not be legally defensible.

 ⊚ true
 ⊚ false

**73)** Competencies are identified after carefully analyzing the work of the high performers.

 ⊚ true
 ⊚ false

**74)** Job design identifies job duties, characteristics, competencies, and sequences without considering technology, workforce, organization character, or the environment.

 ⊚ true
 ⊚ false

**75)** Human resources are less important in organizations today because worldwide competition and complex technology has resulted in job elimination due to automation.

 ⊚ true
 ⊚ false

**76)** Job families are groups of different jobs that are closely related by similar duties, responsibilities, skills, or job elements.

 ⊚ true
 ⊚ false

**77)** Efficiency is concerned with achieving minimal output with maximal expenditure of resources.

 ⊚ true
 ⊚ false

**78)** A short job cycle is created when workers are limited to a few repetitive tasks.

 ⊚ true
 ⊚ false

**79)** Short job cycles require large investments in worker training.

 ⊚ true
 ⊚ false

**80)** Work flow is defined as the sequence of and balance between jobs in an organization needed to produce the firm's goods or services.

 ⊚ true
 ⊚ false

**81)** Ergonomics is the study of the relationship between the economy and the work environment.

 ⊚ true
 ⊚ false

**82)** The Job Characteristics Model states that 5 characteristics result in 4 psychological states.

 ⊚ true
 ⊚ false

**83)** In a job context, autonomy is defined as having control over one's work and one's response to the environment.

 ⊚ true
 ⊚ false

**84)** Task identity is a set of codes that outlines the amount of training needed and type of work being performed.

 ⊚ true
 ⊚ false

**85)** Creating the wick on candles but not getting to view the completed candle would be an example of a job that lacks task identity.

 ⊚ true
 ⊚ false

**86)** When gardeners and landscapers know that a community values their work, their job can be considered to have high levels of task significance.

 ⊚ true
 ⊚ false

**87)** Feedback is information that helps workers evaluate the success or failure of an action or system.

 ⊚ true
 ⊚ false

**88)** Task significance is the impact which one's activities and responsibilities have on the work flow.

 ⊚ true
 ⊚ false

**89)** Job enlargement adds more responsibility, autonomy, and control to a job, giving the worker greater powers to plan, do, and evaluate job performance.

 ⊚ true
 ⊚ false

**90)** The environmental factors that should be considered when designing jobs include workforce availability and social expectations.

 ⊚ true
 ⊚ false

**91)** Longstanding job ads for janitors in industrializing nations is an example of an environmental consideration that will affect job design.

 ⊚ true
 ⊚ false

**Answer Key**Test name: Chapter 02 Test Bank

1) B

2) E

3) D

4) E

5) D

6) E

7) B

8) C

9) D

10) E

11) A

12) D

13) B

14) E

15) C

16) E

17) A

18) E

19) A

20) A

21) E

22) E

23) D

24) E

25) C

26) D

27) B

28) A

29) C

30) B

31) A

32) D

33) TRUE

34) TRUE

35) FALSE

36) TRUE

37) FALSE

38) TRUE

39) FALSE

40) TRUE

41) TRUE

42) TRUE

43) FALSE

44) TRUE

45) TRUE

46) TRUE

47) TRUE

48) FALSE

49) FALSE

50) TRUE

51) FALSE

52) TRUE

53) FALSE

54) TRUE

55) FALSE

56) FALSE

57) TRUE

58) TRUE

59) TRUE

60) TRUE

61) TRUE

62) TRUE

63) FALSE

64) FALSE

65) TRUE

66) TRUE

67) TRUE

68) TRUE

69) TRUE

70) TRUE

71) TRUE

72) TRUE

73) TRUE

74) FALSE

75) FALSE

76) TRUE

77) FALSE

78) TRUE

79) FALSE

80) TRUE

81) FALSE

82) FALSE

83) TRUE

84) FALSE

85) TRUE

86) TRUE

87) TRUE

88) FALSE

89) FALSE

90) TRUE

91) TRUE