

**Multiple Choice**

1. The gathering, analyzing, and structuring of information about a job's components, characteristics, and requirements is a process called:
- a. task analysis
  - b. job analysis
  - c. surveying
  - d. job description

ANSWER: b

2. Job analysis can serve as a foundation for:
- a. selecting employees
  - b. training employees
  - c. evaluating employees' performance
  - d. all of these and more

ANSWER: d

3. The \_\_\_\_\_ is the process of determining the work activities and requirements, and the \_\_\_\_\_ is the written result.
- a. job analysis / job description
  - b. job description / job analysis
  - c. job evaluation / job description
  - d. job analysis / job evaluation

ANSWER: a

4. Promoting people until they reach their highest level of incompetence is called:
- a. the Anderson Analog
  - b. the Peter Principle
  - c. personpower planning
  - d. none of these

ANSWER: b

5. Shahidi Industries has a policy of promoting employees who perform well. Unfortunately, many of the people promoted do not become effective supervisors. Currently there is a crisis because most of the supervisors are getting poor performance reviews. Shahidi Industries seems to be a good example of:
- a. the Anderson Analog
  - b. the Peter Principle
  - c. personpower planning
  - d. none of the above

ANSWER: b

6. Even though the \_\_\_\_\_ are not law, courts have granted them "great deference."
- a. Amendments
  - b. APA Principles
  - c. Uniform Guidelines
  - d. Standards and Practice Guidelines

ANSWER: c

7. Which of the following practical uses of job analysis may discover lapses in organizational

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communication?

- a. Training
- b. Personpower planning
- c. Organizational analysis
- d. Performance appraisal

ANSWER: c

8. \_\_\_\_\_ was the first real court case that addressed the issue of job relatedness.

- a. *McDonnell Douglas v. Green*
- b. *Connecticut v. Teal*
- c. *Pan American Airlines v. Diaz*
- d. *Griggs v. Duke Power*

ANSWER: d

9. Which of the following is not true of job titles?

- a. Titles should describe the nature of a job
- b. Job titles can affect perceptions of job status
- c. Titles provide workers with identity
- d. All three of these statements are true

ANSWER: d

10. Which of the following sections in a thorough job description can be used in help wanted advertisements, internal job posting, and company brochures?

- a. Job title
- b. Brief summary
- c. Work activities
- d. Work context

ANSWER: b

11. Which of the following is another name for a job competency?

- a. Work context
- b. Job factors
- c. Training requirements
- d. KSAOs

ANSWER: d

12. Knowledge, skill, ability, and personality are types of:

- a. competencies
- b. job factors
- c. job functions
- d. compensable factors

ANSWER: a

13. Which of the following sections in a thorough job description contains what is commonly called job specifications?

- a. Brief summary
- b. Performance standards
- c. Work activities

d. Competencies

ANSWER: d

14. According to the author, the section of a job description which contains the knowledge, skills, abilities, and other characteristics necessary to be successful on the job is labeled \_\_\_\_\_; the section containing a list of tasks and activities in which the worker is involved is labeled \_\_\_\_\_.

- a. job competencies/ work context
- b. job competencies / work activities
- c. work context / work activities
- d. performance standards / work activities

ANSWER: b

15. A job analysis is typically conducted by:

- a. job incumbents
- b. supervisors
- c. outside consultants
- d. the human resource department

ANSWER: d

16. If you have a small number of incumbents in a job (6 people), how many should you interview as part of your job analysis?

- a. all 6
- b. 2
- c. 4
- d. 1

ANSWER: a

17. Informal changes that employees make in their jobs is called:

- a. job crafting
- b. spontaneous revision
- c. position alterations
- d. job reconstruction

ANSWER: a

18. Which of the following is the most common method of conducting a job analysis?

- a. Observation
- b. Task analysis
- c. Interview
- d. Job participation

ANSWER: c

19. Job analysis interviews are conducted to determine:

- a. who should conduct the job analysis
- b. who should participate in the job analysis
- c. information about the job itself
- d. if a job analysis is even necessary

ANSWER: c

20. During the job analysis interview, the questions asked should be:

- a. open ended
- b. multiple choice
- c. true-false
- d. highly structured

ANSWER: a

21. An excellent group job-analysis interview technique is the:

- a. task analysis
- b. Ammerman technique
- c. brain storming
- d. Position Analysis Questionnaire

ANSWER: b

22. Josh conducted a job analysis by convening a panel of experts and having the panel identify the objectives and standards that are to be met by the ideal incumbent. What method of job analysis is Josh using?

- a. PAQ
- b. AET
- c. Nagy-Reilly Approach
- d. Ammerman Technique

ANSWER: d

23. A specialized job analysis interview that uses groups and focuses on objectives is:

- a. critical incidents
- b. PAQ
- c. the Ammerman technique
- d. task analysis

ANSWER: c

24. A problem with the observation method of job analysis is that it is often:

- a. illegal
- b. unreliable
- c. unethical
- d. obtrusive

ANSWER: d

25. In the task statement, "Types correspondence to be sent to vendors," \_\_\_\_ is the action and \_\_\_\_ is the object.

- a. correspondence / types
- b. correspondence / vendors
- c. types / correspondence
- d. vendors / types

ANSWER: c

26. Creating a list of tasks that are thought to be involved with a job, and having job incumbents rate the tasks on scales such as frequency of occurrence and importance, best defines which job analysis method?

- a. Task analysis
- b. Critical incident technique

- c. Job-element approach
- d. Ammerman technique

ANSWER: a

27. Once task statements have been written, the next step is to:

- a. select tests to tap KSAOs
- b. determine essential KSAOs
- c. interview incumbents
- d. rate the task statements

ANSWER: d

28. A task statement rated \_\_\_\_ on frequency and \_\_\_\_ on importance would be left out of the job description.

- a. low / low
- b. high / high
- c. high / low
- d. low / high

ANSWER: a

29. \_\_\_\_ is a structured job analysis method containing 194 items and is difficult to read.

- a. The critical incidents technique
- b. The PAQ
- c. The Ammerman technique
- d. Task analysis

ANSWER: b

30. A revised version of the Position Analysis Questionnaire which is used by a job analyst rather than a job incumbent is the:

- a. Job Structure Profile
- b. Job Element Inventory
- c. Job Components Inventory
- d. AET

ANSWER: a

31. Andre is completing a questionnaire containing over 400 items covering five major categories: tools and equipment, perceptual and physical requirements, mathematical requirements, communication requirements, and decision making and responsibility. Andre is using the:

- a. Job Components Inventory
- b. Position Analysis Questionnaire
- c. Critical Incident Technique
- d. Threshold Traits Analysis

ANSWER: a

32. The \_\_\_\_ is an excellent job analysis method for information about tools and equipment.

- a. JCI
- b. PAQ
- c. F-JAS
- d. AET

ANSWER: a

33. Which of the following job analysis techniques is NOT a good source of information about competencies?

- a. CIT
- b. F-JAS
- c. AET
- d. TTA

ANSWER: c

34. The \_\_\_\_ is an excellent job analysis method for information about the work environment.

- a. JCI
- b. PAQ
- c. F-JAS
- d. AET

ANSWER: d

35. \_\_\_\_ is an example of an ergonomic centered job analysis method.

- a. The AET
- b. Task analysis
- c. The PAQ
- d. The Ammerman technique

ANSWER: a

36. The \_\_\_\_ is the job analysis method created by the federal government to replace the Dictionary of Occupational Titles (DOT).

- a. FJA
- b. PAQ
- c. AET
- d. O\*NET

ANSWER: d

37. Generating examples of good and bad performance, and categorizing these examples based on their similarities and differences with other examples, best defines which job analysis method?

- a. Task analysis
- b. Critical incident technique
- c. Job-element approach
- d. Ammerman technique

ANSWER: b

38. The \_\_\_\_ is an excellent job analysis method for obtaining the physical abilities needed to perform a job.

- a. JCI
- b. PAQ
- c. F-JAS
- d. AET

ANSWER: c

39. The best method(s) to use in analyzing a job appears to be:
- a. the Position Analysis Questionnaire
  - b. interviews, observations, and job participation
  - c. The Critical Incident Technique
  - d. dependent on how the information will be used

ANSWER: d

40. Determining the worth of a job defines:
- a. functional job analysis
  - b. job evaluation
  - c. comparable worth
  - d. salary surveying

ANSWER: b

41. \_\_\_\_\_ is the process of determining a job's worth.
- a. Comparable worth
  - b. Job analysis
  - c. Job evaluation
  - d. Performance appraisal

ANSWER: c

42. In job evaluation, compensable factors would be associated with determining \_\_\_\_\_, whereas salary surveys would be associated with determining \_\_\_\_\_.
- a. internal equity / external equity
  - b. external equity / internal equity
  - c. internal equity/ wage trend lines
  - d. external equity/wage trend lines

ANSWER: a

43. The first step in evaluating a job is to decide what factors differentiate the relative worth of jobs. These are called \_\_\_\_\_ factors.
- a. job related
  - b. compensable job
  - c. task
  - d. structural

ANSWER: b

44. Level of responsibility, mental demands, and education requirements would be potential \_\_\_\_\_ factors.
- a. job related
  - b. compensable job
  - c. task
  - d. structural

ANSWER: b

45. To construct a wage trend line, I would use:
- a. regression
  - b. a ruler and graph paper

- c. nomological statistics
- d. the span of discretion

ANSWER: a

46. After conducting a salary equity evaluation we find that Bob is underpaid by \$2,000 and Bill is overpaid by \$2,000. We would probably:

- a. give Bob a raise and lower Bill's salary
- b. not do anything
- c. redo the job evaluation
- d. give Bob a raise and leave Bill's salary alone

ANSWER: d

47. Salary surveys help establish:

- a. external equity
- b. legality
- c. BFOQ's
- d. internal equity

ANSWER: a

48. If an organization's compensation plan is competitive with other similar organizations', they are said to have:

- a. internal equity
- b. external equity
- c. merit
- d. comparable worth

ANSWER: b

49. Salary surveys are used to determine:

- a. internal equity
- b. external equity
- c. merit
- d. comparable worth

ANSWER: b

50. When an organization determines where it wants to be when compared with the compensation policies of other organizations, they are determining their:

- a. external equity
- b. rank order
- c. market position
- d. compensation structure

ANSWER: c

51. A job evaluation concerns the worth of the \_\_\_\_\_, not the worth of the \_\_\_\_\_.

- a. job / person
- b. person / job
- c. performance / product
- d. product / performance

ANSWER: a



52. The job evaluation process determines the amount of money that a job is worth; this amount is called \_\_\_\_\_ compensation.

- a. financial
- b. monetary
- c. direct
- d. indirect

ANSWER: c

53. According to national statistics, the average salary for women in the U.S. is approximately \_\_\_\_ of the average salary for men.

- a. 57%
- b. 98%
- c. 50%
- d. 82%

ANSWER: d

54. Differences in average salaries between men and women is the result of:

- a. discrimination
- b. vocational choice
- c. educational opportunities
- d. all of the above contribute to the difference

ANSWER: d

55. The statistical method most commonly used in a salary equity study is:

- a. analysis of variance
- b. chi-square
- c. regression
- d. nominal analysis

ANSWER: c

### Objective Short Answer

56. What information should be in a well-written job description?

- ANSWER:
- Job title
  - Work activities
  - Tools and equipment used
  - Work context and environment
  - Performance standards
  - Competencies (KSAOs)

57. What groups/people are most likely to conduct a job analysis?

- ANSWER:
- employees
  - supervisors
  - internal committees
  - outside consultants

58. List and briefly describe the job analysis methods discussed in your text

ANSWER:

- interview
- observation
- job participation
- Ammerman technique
- task analysis
- Critical incident technique (CIT)
- Position Analysis Questionnaire (PAQ)
- Job Structure Profile (JSP)
- Job Elements Inventory (JEI)
- Functional Job Analysis (FJA)
- Job Components Inventory (JCI)
- Threshold Traits Analysis (TTA)
- Fleishman Job analysis Survey (F-JAS)
- AET
- Personality Related Position Requirements Form (PPRF)