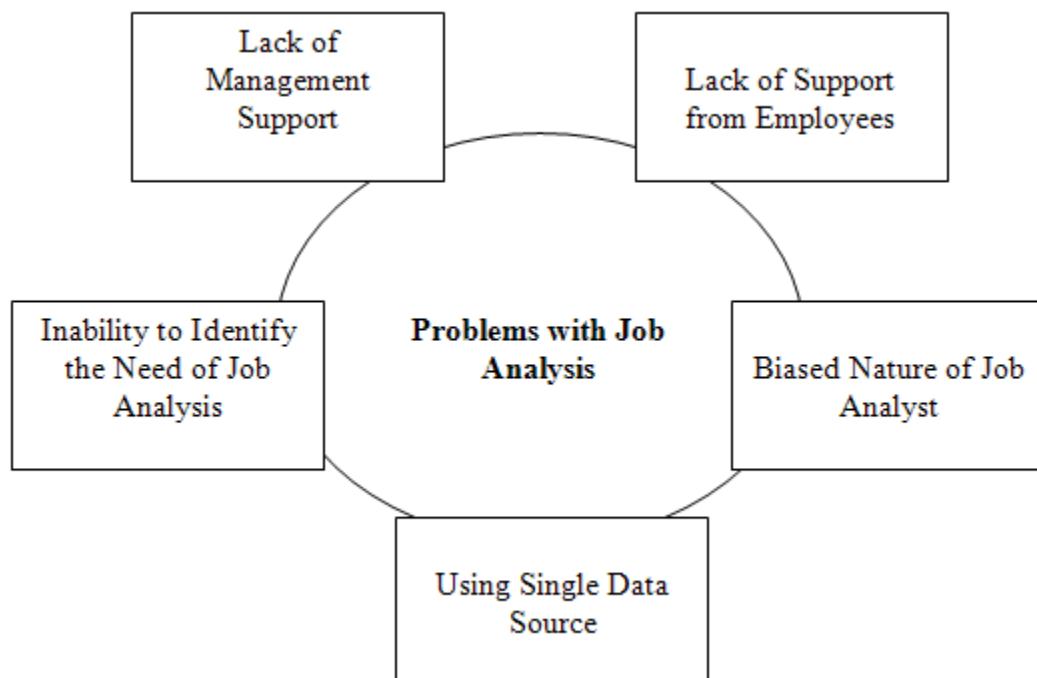


Meaning of job analysis:

Job analysis is a detailed and systematic study of jobs to know the nature and characteristics of the people to be employed on the jobs. It involves collection of necessary facts regarding job and their analysis.

Job analysis is a process by which jobs duties and responsibilities are defined and the information of various factors relating to jobs are collected and compiled to determine the work-conditions, nature of work, qualities of persons to be employed on job, position of job opportunities available and authorities and privileges to be given on the job etc. The main purpose of this analysis is to describe and define distinctions among various jobs in the organisation and their relationship.

Problems with Job Analysis



Lack of Management Support: The biggest problem arises when a job analyst does not get proper support from the management. The top management needs to communicate it to the middle level managers and employees to enhance the output or productivity of the process. In case of improper communication, employees may take it in a wrong sense and start looking out for other available options. They may have a notion that this is being carried out to fire them or take any action against them. In order to avoid such circumstances, top management must effectively communicate the right message to their incumbents.

Lack of Co-operation from Employees: If we talk about collecting authentic and accurate job-data, it is almost impossible to get real and genuine data without the support of employees. If they are not ready to co-operate, it is a sheer wastage of time, money and human effort to conduct job analysis process. The need is to take the workers in confidence and communicating that it is being done to solve their problems only.

Inability to Identify the Need of Job Analysis: If the objectives and needs of job analysis process are not properly identified, the whole exercise of investigation and carrying out research is futile. Managers must decide in advance why this process is being carried out, what its objectives are and what is to be done with the collected and recorded data.

Biasness of Job Analyst: A balanced and unbiased approach is a necessity while carrying out the process of job analysis. To get real and genuine data, a job analyst must be impartial in his or her approach. If it can't be avoided, it is better to outsource the process or hire a professional job analyst.

Using Single Data Source: A job analyst needs to consider more than one sources of data in order to collect true information. Collecting data from a single source may result in inaccuracy and it therefore, defeats the whole purpose of conducting the job analysis process.

However, this is not the end. There may be many other problems involved in a job analysis process such as insufficient time and

resources, distortion from incumbent, lack of proper communication, improper questionnaires and other forms, absence of verification and review of job analysis process and lack of reward or recognition for providing genuine and quality information.

Limitations and some issues to be aware of when conducting job analysis

PsyAsia Says

- Mental activities performed on the job and the knowledge, skill, ability and other characteristics (KSAOs) are not all directly observable.
- Job analysis has been used frequently for various occupations. However it may ignore the changing context and situations within which a job incumbent works. This applies in particular to management positions.
- Bias may occur in the process of data collection.
- In large organizations, it is found that traditional definitions of managerial roles do not hold true.
- As jobs increasingly change, less value may be attributed to the need to gather job analysis data. (Karen, 2000)
- Those carrying out job analysis do not always possess the appropriate skills and have not always undergone the necessary training to do the job properly.

Job Evaluation-Definition

Job Evaluation: Job Evaluation involves determination of relative worth of each job for the purpose of establishing wage and salary differentials. Relative worth is determined mainly on the basis of job description and job specification.

Explanation:

Job Evaluation is concerned with measuring the demands the job places on its holder. Most factors that contribute to this job pressure, e.g. physical strength required, knowledge of mathematics required, are assessed and the result is a numerical estimate of the total job pressure. When evaluations are carried out on all hourly paid personnel the technique's uses include establishing relative wage rates for different tasks. It is possible to use it for all grades of personnel, even senior management.

Other Definitions:

- The systematic method of determining solely the relative worth of jobs, which establishes the rational differentials that are required between jobs, leading to a wage-structure across the jobs in an organisation, so that jobs are equitably placed along organisation's job hierarchy.
- The process of pricing the job or attaching pay-scales to job grades is completely separate which may be done by pay/wage-surveys to establish suitable wage structure to attract & motivate & retain employees.
- Eugene J.Benge- A method which helps to establish a justified rank order of jobs....it is only one of the starting points for establishing the relative differentiation of wage rates.
- Milkowwhich and Newman- A systematic procedure designed to aid in establishing pay differentials among jobs within a single employer.

Scope of Job Evaluation

The job evaluation is done for the purpose of wage and salary differentials, demand for and supply of labor, ability to pay, industrial parity, collective bargaining and the like

Methods of Job Evaluation:

Analytical Methods

-

Point Ranking Methods

: Different factors are selected for different jobs with accompanying differences in degrees and points.

-

Factor Comparison Method:

The important factors are selected which can be assumed to be common to all jobs. Each of these factors are then ranked with other jobs. The worth of the job is then taken by adding together all the point values.

Non-Analytical Methods

-

Ranking Method:

Jobs are ranked on the basis of its title or contents.
Job is not broken down into factors etc.

-

Job Grading Method:

It is based on the job as a whole and the differentiation is made on the basis of job classes and grades. In this method it is important to form a graded description to cover discernible differences in skills, responsibilities and other characteristics.

Necessity for forecasting demand

Often forecasting demand is confused with forecasting sales. But, failing to forecast demand ignores two important phenomena.^[1] There is a lot of debate in demand-planning literature about how to measure and represent historical demand, since the historical demand forms the basis of forecasting. The main question is whether we should use the history of outbound shipments or customer orders or a combination of the two as proxy for the demand.

Methods that rely on qualitative assessment

Forecasting demand based on expert opinion. Some of the types in this method are,

- Unaided judgment
- [Prediction market](#)
- [Delphi technique](#)
- [Game theory](#)
- Judgmental bootstrapping
- Simulated interaction
- Intentions and expectations surveys
- [Conjoint analysis](#)

[edit] Methods that rely on quantitative data

- Discrete Event Simulation
- [Extrapolation](#)
- [Reference class forecasting](#)
- Quantitative analogies
- Rule-based forecasting
- [Neural networks](#)
- [Data mining](#)
- [Causal models](#)
- Segmentation

