Learning Objectives

Upon completion of this unit, students should be able to:

1. Summarize the elements of work flow analysis.
2. Describe how work flow is related to an organization’s structure.
3. Define the elements of job analysis.
4. Describe different approaches to designing motivational jobs.
5. Explain how organizations apply ergonomics when designing safe jobs.
6. Discuss how organizations can plan for the mental demands of a job.
7. Explain the process of human resource planning.
8. Describe recruitment policies organizations use to make job vacancies more attractive.
9. Compare and contrast Knowledge, Skills, Abilities, and Other characteristics (KSAOs) and Tasks, Duties, and Responsibilities (TDRs).
10. Analyze the Occupational Safety and Health Administration (OSHA) regulations, and ergonomic job design.
11. Explain the advantages and disadvantages of recruitment using internal sources.

Written Lecture

Unit II is comprised of Chapters 4 and 5. Chapter 4 discusses the analysis and design of work and, in doing so, lays out some considerations that go into making informed decisions about how to create and link jobs. This chapter begins with a look at the big-picture issues related to analyzing work flow and organizational structure. The discussion then turns to the more specific issues of analyzing and designing jobs. Chapter 4 provides a good summary of the elements of work flow analysis and then describes how work flow is related to an organization’s success. It defines the elements of a job analysis, and the chapter looks at their significance for human resource management. Traditionally, job analysis has emphasized the study of existing jobs in order to make decisions, such as, employee selection, training, and compensation. In contrast, job design has emphasized making jobs more efficient and more motivating. However, as you will see in Chapter 4, the two activities are interrelated. In addition, this chapter explains how to obtain information for a job analysis, and it provides an overview of the recent trends in job analysis. Explanations of how organizations apply ergonomics to design safe jobs and how organizations can plan for the mental demands of a job are also covered in this chapter.

Chapter 5 is about planning for and recruiting human resources. This chapter explores how organizations carry out human resource planning. At the beginning, the chapter identifies the steps that go into developing and implementing a human resource plan. Each subsequent section of the chapter has a focus on recent trends and practices, such as downsizing and outsourcing, which are prevalent to human resource management. Throughout the remaining sections, an exploration into the recruiting process is presented with many examples. You may have noticed that the opening vignette of Chapter 5 interestingly provides two different examples of human resource planning and
recruiting. Since sales in the automotive industry in the United States have been the lowest volume in almost a decade, organizations seek cost savings by cutting their workforce. Conversely, accounting firms actively compete to fill entry-level jobs with qualified candidates. These two examples illustrate how trends and events that affect the economy also create opportunities and problems in obtaining human resources. Challenge yourself to come up with your own examples of industries, like the automotive industry, that are likely in retrenchment mode with the persistent downturn in the economy. At the same time, you may want to think of industries that are actively competing for talent.

Flextime keeps many working moms on the job. “Family comes first,” explains a bank purchasing coordinator who is able to set her own hours as long as she completes her work. Like many U.S. businesses, her employer, Milwaukee’s Pyramax Bank, offers flextime to all employees. The policy helps workers balance work and home and brings significant returns to the company. “We save on interview time, training time, ramp-up time, mistake time,” says bank executive Monica Baker.

Large companies in accounting, consulting, and finance are implementing creative programs to fill the need for skilled workers. The programs, for both women and men, draw more women because skilled women are more likely than their male counterparts to leave high-paying jobs. One study of nearly 14,000 employees found that women ages 25 to 40 making over $75,000 a year were almost 20% more likely to leave their jobs than men. Other research shows that women taking career breaks are out of the work force for an average 2.2 years, and they will return to work fairly quickly if they have a feasible and appealing setup. At Booz Allen Hamilton, an internal rotation plan allows consultants who want a break from extensive travel to do substantive work in an internal position. For one woman returning from maternity leave, switching from being a consultant on the road two to four days a week to working in the office as a business development director has enabled her to progress on a career path. Other companies are changing performance-based pay plans by pro-rating annual targets, for example, to make sure women do not lose out on bonuses and incentives because they have taken maternity leave. At the end of the chapter, a discussion is presented on the role of human resource recruiters that you will find interesting to read.

**Learning Activities (Non-Graded)**

**Chapter Quizzes**
