

**IQRA National University**

**Department of Business Administration**

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**Course Title: HRM**

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### **Question 1:**

**a) What is Job Analysis? Briefly discuss its elements and develop a job analysis specimen. (15)**

**Answer:**

#### **Job Analysis:**

Job analysis is pre-requisite to manpower planning. It helps to understand the nature of jobs. Different jobs are acted in the organization and, in this way, various types of individuals are to be selected, trained, redressed and set at those jobs. Employment analysis intends to dissect the prerequisite of the activity and match it with the necessity of the individual who will chip away at that particular employment. It, along these lines, coordinates the jobs with the activity holders. Occupation analysis is "distinguishing proof of the particular exercises acted in an occupation and the attributes of the individual, the work circumstance, and the materials or hardware vital for playing out the activity successfully." It is the "methodical assortment and recording of data concerning the motivation behind a vocation, its significant obligations, the conditions under which it is played out, the contact with others that exhibition of the activity requires, and the information, aptitudes and capacities required for playing out the activity adequately." It, in this way, recognizes substance of the activity (expected set of responsibilities) and qualities of the people (work specifications) who will play out those jobs, Why work analysis.

#### **Elements of Job Analysis:**

There are two element of job analysis:

##### **1. Job Description:**

It describes the duties, responsibilities and working conditions of a specific job. It specifies requirements of the job so that standards of performance can be developed and actual performance can be measured against these standards. It additionally helps in job grading, recruitment and selection parameters, training and development needs, creating profession ways and giving standards to execution examination.

It gives subtleties of the job like name, code number, instruments and equipment's, area, obligations, working conditions, working hours and relationship with different jobs and so forth. "It is a composed proclamation of what a job holder does, how it is done and why it is finished. It normally portrays job substance, condition, and states of work."

**Job Description:**

- Job title.
- Job location.
- Job summary.
- Reporting to.
- Working condition
- Job duties.
- Machine to be used.
- Hazards.

• <b>Specimen of Job description:</b>	
• <b>Title</b>	<b>Compensation manager</b>
• <b>Code</b>	HR/2310
• <b>Department</b>	Human Resource Department
• <b>Summary</b>	Responsible for the design and administration of
•	Employee compensation programs.
• <b>Duties</b>	→ Conduct job analysis
•	→ Prepare job descriptions for current and projected positions.

•	→Evaluate job descriptions and act as chairman of job evaluation committee
•	→Insure that company's compensation rates are in tune with the company's philosophy.

## 2. Job Specification:

It describes the knowledge and skills of people who perform the job. Job particular empowers to choose people with abilities to play out the job. In the event that individuals are not equipped to carry out the responsibility, directors give them training offices. Selection, training and position programs to a great extent rely on job detail, i.e., information controlled by people and information required to be controlled by them. "Job determination expresses the base qualifications that an individual must have to play out a given job effectively." It distinguishes the information, abilities and perspectives required by job holders to play out their jobs adequately.

### Job Specification:

- **Qualification**
- **Experience**
- **Skill**
- **Training**
- **Responsibility**
- **Emotional**
- **Characteristics**
- **Sensory demands**

After identifying job description and job specification, the jobs are evaluated. Job evaluation means rating the jobs on the basis of their importance in the organization. The significance of a job can be decided based on abilities required to carry out that responsibility, complexities of the job and troubles and worry to be confronted while playing out that job. The jobs are masterminded in the sliding or rising request of their significance and prizes and pay are fixed for each job. It helps in fixing equivalent compensation for equivalent jobs.

### Importance of job analysis:

- It provides information about what work is to be performed on the job. It helps in identifying the work, grouping it on the basis of similarity of features, defining relationship amongst different jobs and authority-responsibility structure required to perform those jobs.
- It helps in knowing the type of people to be appointed and placed (manpower requirement) on respective jobs.
- It helps in recruitment and selection by identifying the sources from where people will be acquired and selecting those who meet the criteria specified in job description.
- It helps in placing the right person at the right job. When people are appointed for a group of jobs (for example, trainees) rather than specific jobs, job analysis helps in matching requirements of jobs with people who can be placed at those jobs.
- It helps in training and developing the employees by making them skilled and competent to perform the specific jobs.
- It helps in modifying the nature of jobs. Job analysis evaluates jobs in terms of their worth and helps in fixing compensation for the respective jobs.
- Employees' performance is appraised against job standards to make it conform to desired performance and identify training needs and people worthy of promotions and transfers.

<b>Specimen of job Specification</b>	
<b>Education</b>	→ MBA with specification in HR/MA in social works/PG Diploma in HRM/MA in industrial psychology. A degree or diploma in labor law is desirable.
<b>Experience</b>	→ At least 3 years' experience in a similar position manufacturing company.
<b>Skill, Knowledge, Abilities</b>	→ Knowledge of compensation practices pf job in competing industries, of job analysis procedures, of compensation survey techniques. Ability to conduct meetings to plan and priorities work.
<b>Work orientation factors</b>	→ The position may require upto 25 percent travel.
<b>Age</b>	→ Preferably below 30 years.

## **Question 2:**

**a) What is Job redesigning? Discuss its advantages. (15)**

**Answer:**

### **Job Redesigning:**

Job Redesign is the approach to revisiting and restructuring jobs to meet the specific needs of a particular segment of the workforce. Job redesign is an effort where job responsibilities and tasks are reviewed, and possibly re-allocated among staff, to improve output. Redesigning jobs can prompt enhancements in both profitability and in job fulfillment. Rebuilding the components including undertakings, obligations and duties of a particular job so as to make it all the more reassuring and rousing for the representatives or laborers is known as job redesigning. The procedure incorporates modifying, examining, changing, transforming and reshuffling the job-related substance and measurements to build the assortment of assignments and capacities to persuade representatives and cause them to feel as a significant resource of the organization. The primary goal of leading job redesigning is to put the perfect individual at the correct job and get the greatest yield while expanding their degree of fulfillment.

### **Job Redesign Process:**

- **Revising the Job Content:**

Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job.

- **Analyzing Job-related Information:**

When the job examiner is through with recalling and reconsidering the job content, investigating the inconsistencies is the subsequent stage. It is done to decide the obstructions in performing job-related errands and obligations and examine why a worker can't convey the normal yield.

- **Altering the Job Elements:**

The next step is to amend the job elements. It might incorporate cut back on additional duties or option of more capacities and a further extent of responsibility. The fundamental point of modifying the job content is to structure a job in such a way, that urges representatives to work more diligently and perform better.

- **Reformation of Job Description and Specification:**

After altering the job elements, a job examiner needs to change the job portrayal and determination so as to ensure that the specialist set at a specific spot can convey what is anticipated from him.

- **Reshuffling the Job-related Tasks and Duties:**

Next is to reallocation of new or altered tasks and functions to employees. It might be finished by turning, advancing, amplifying and designing the job. The thought is to propel the entertainers while expanding their fulfillment level.

### **Advantages of Job Redesigning:**

- Enhance the quality of work life.
- Increase organization production.
- Increase organizational productivity.
- Increase employee on-job productivity
- Creates Right person-job fit.
- Brings Sense of belongingness in employees.

### **Enhance the quality of work life:**

- Quality of the employees' work life and their hands on efficiency frequently improves too, in light of the fact that the worker can relate to shows how the organization really overhauled the jobs and the advantages. Job redesigning rouses the representatives and upgrades the nature of their work life. It builds their hands on efficiency and urges them to perform better. Efficiency is constantly improved on the off chance that you put your endeavors in the correct regions and limit any sat around. This implies being clear about what each segment of the day is about. Start arranging your day

and looking into your advancement normally as the day unfurls. Check in with yourself like clockwork to guarantee you're generally on target to finish what you set out to accomplish. To improve quality in all that you do, ensure there are a lot of things in your day that help your vitality. Additionally, know about all that you do that could deny you of physical and mental vitality and leave you feeling less gainful than you'd prefer to be. Finishing a couple of individual assignments cannot just give you a much needed diversion from work yet can likewise diminish feelings of anxiety for the whole day. Setting aside some effort to accomplish something for yourself, regardless of whether this implies failing to help short minutes during the day, can have a gigantic effect to your viability and pleasure in the day all in all.

### **Increase organization production:**

- Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job obligations and assignments spur them to work more earnestly and give their best yield. Not just this, it likewise brings about expanded profitability of an organization.

### **Increase organizational productivity.**

- Adjusting their job capacities and obligations makes workers much agreeable and adds agreeable to them level. The unambiguous job duties and undertakings propel them to work more diligently and give their best yield. Consider how your business is at present working, and be available to the capability of changing the manner in which you work. Recall that it's similarly as imperative to make present moment and long haul records for what it's worth to needs assignments, particularly in a private venture. Assignment accompanies a component of hazard, however expanded obligation is significant for improving the spirit and job fulfillment of your staff. Offer duties to qualified workers that have a demonstrated reputation with accomplishment in a specific field, and trust that they will play out the assignments well. Furnishing representatives with the correct instruments and gear is significant so they can play out their obligations proficiently and on schedule. There's nothing more counterproductive than investing energy trusting that desk work will print since you haven't got a quick printing gadget. A domain that is excessively hot or too cold occupies from focus, as



representatives will invest more energy strolling around to get their jackets or an electric fan. Guarantee both warming and cooling frameworks are in working request for when the pertinent season comes around.

### **Creates Right person-job fit:**

- It increases their on-the-job productivity and encourages them to perform better. Creates a Right Person-Job Fit, Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization just as workers in accomplishing their objectives or objectives. Job fit is basic to each worker's prosperity and at last, your business' prosperity too. Having the correct individuals in the correct jobs can drive your organization higher than ever. At the point when the fit is there, it's completely mysterious. Your business appears to run like a very much oiled machine.

### **Brings Sense of belongingness in employees:**

- Creating a sense of belonging an employee's perception of acceptance within a given group provides HR pioneers with a decent chance to revive their consideration approach and objectives. At the point when representatives are genuinely included, they see that the organization thinks about them as people, their real selves. Redesigning job and permitting workers to do what they are acceptable at makes a feeling of belongingness in them towards the organization. It is a powerful methodology to hold the ability in the organization and urging them to complete their duties in a superior manner.

### **Question 3:**

**a) Discuss the content of job offer letter. (10)**

**Answer:**

#### **Job offer letter:**

A job offer letter is used to formally offer a position to a candidate, and provide important information including start date, compensation, work hours, and job title. It is otherwise called a business offer letter. A job offer letter is a conventional original copy demonstrating an understanding among boss and worker. It is introduced by the organization and spreads out all the data in regards to future work for the individual being recruited. Job offer letters are normally marked by

the individual tolerating the position and then returned as an issue of formal receipt. Letters may incorporate different sorts of data and for the most part explain explicit insights about pay, benefits and the business beginning date. They additionally incorporate the title and portrayal of the position and any appropriate insights about work conditions or specifications. Potential-recruits may react with an acknowledgment or a record delineating arranged terms.

**A formal job offer should include the following:**

- Name of the employee.
- Title or designation of the job.
- The remuneration or salary offered.
- Employment commencement date.
- Roles and responsibilities of the job.
- Terms and conditions (contract/temporary/permanent) of the job.
- Compensations and benefits.
- Conditions during the probationary period.
- Additional condition, which includes legal, background verification etc.
- Workplace location and department.

**Job Offer Letter Sample:**

Name and Address

Dear Mr. / Miss. / Mrs. /Ms. [Name of candidate],

I am pleased to offer you the position of [Job title]. We believe that your work experience and the skills you demonstrated during the interview process will make you a valuable asset to our company.

If you choose to accept this offer, you will be based at [Office location]. You'll report to [Reporting manager name], who is [Designation with department of reporting manager].

We look forward to you starting work on [date]. If this date is not suitable for you, please get in touch with me immediately.

The salary for this position is [salary amount] paid through [mode of payment].

You may be eligible for an annual performance bonus, depending on your work performance and your continued employment with [Company name].

Your work time will be from [day] to [day] and [time] to [time]. You are expected to put in [number of hours] hours of work per week.

As an employee of [Company name], you are entitled to a total of [number of leave] days of annual paid leaves. You are entitled to the Company's [give details of types of benefits] insurance benefits. [The Company] will reimburse you for [state types of expenses/benefits] every month as per the company policy.

Once you accept this offer, you will be on probation for a minimum of [number of months] months. During this time, either party can terminate the employment relationship at any time by giving [number or months or weeks'] notice.

Kindly sign the enclosed copy of this letter to accept the offer and return the same to us by [date].

If you need further assistance or have any concerns, contact me at [contact details]. We look forward to you joining us.

Sincerely,

[Your name and title]

#### **Question 4:**

**a) Write about the 5 Ps of how to interview. (10)**

**Answer:**

**Interview:**

Interview is a procedure designed to obtain information from a person through oral responses to oral inquiries. A meeting is the method of up close and personal discussion between the questioner and the interviewee, where the questioner looks for answers from the interviewee for picking a likely human asset. Meeting is a selection methodology intended to anticipate future job execution based on candidates' oral reactions to oral requests. The meeting is the most basic segment of the whole selection process. It fills in as the essential way to gather extra data on a candidate. It fills in as the reason for surveying a candidate's job-related information, aptitudes, and capacities. It is intended to choose if an individual ought to be met further, employed, or dispensed with from thought.

#### **Types of Interview**

There are several types of the interview;

1. Unstructured (Nondirective) Interview.
2. Structured (Directive) Interview.
3. Situational Interview.
4. Behavioral Interview.
5. Job-related Interview.
6. Stress Interview.
7. Panel Interview (Board Interview).
8. One-On-One Interview.
9. Mass Interview (Group Interview).
10. Phone Interview.

Interviewing is both an art and a science. Hence, how to interview is a technique that every HR professional should learn and try to implement.

The following **five P's** should be taken into consideration in order to ensure effective selection and interviewing:

### **1) Prepare:**

Preparation is the first step of conducting an interview. Prior to interview, the interviewer should make sure that he/she understands the key elements of the job. And the questioner ought to experience the resume of the candidate for understanding his/her characteristics and efficiencies. Nothing will hurt your job offer possibilities more than being badly arranged for a meeting, yet as indicated by businesses most of job searchers don't plan enough. "A greater part of the candidates I meet are underprepared. In the event that a candidate shows up to a meeting without an away from of the job prerequisites or what our organization is known for, it is a programmed turn-off" shares Jacqueline Eddie, a head supervisor who normally selects for retail jobs. An ongoing report by Accountemps affirms that that most of job candidates battle with interviews: 43% of surveyed officials said that candidates committed the most errors during the meeting stage.

### **2) Purpose:**

The interviewer should have knowledge about the purpose of the interview, why he/she is conducting it. The interviewer should extend the organization as the best work environment to the interviewee, which helps in choosing the correct candidate. Candidates frequently tragically anticipate inquiries questions and getting ready responses for them without first soliciting themselves, "What's the reason for this inquiry?" You should understand why you are being posed the inquiry before you begin considering what to state – particularly with open-

finished inquiries. Candidates who don't do this will in general meander aimlessly a great deal.

### **3) Performance:**

An interviewer must identify the attitude, attributes, knowledge and skills of the applicants, who are needed for the success of the organization. Every question should be answered with a story that proves you can do what you're being asked about. "How do you lead?" should be answered with "I'm a collaborative/decisive/whatever leader. Let me tell you about the time I ...." Always tell a story or have facts to prove you are what you say you are. More on how to construct and tell these stories in a future article.

### **4) People Skills:**

The applicant, who comes for an interview, will not be completely transparent. Hence, it is the job of an interviewer to un-mask the applicant and discover the inner qualities and skills during the interview. This good practice of hiring will help in selecting the right candidate for the organization. After all, who knows them better than themselves? No one. However, there's a big difference between knowing about yourself and being able to skillfully talk about yourself. Some of the worst responses I've heard are when I've said to applicants, "Tell me a little bit about yourself." Their responses tend to be too long and not cohesive enough. I find myself thinking, "What was the point to that response?" Don't just rehearse your responses in your head. Practicing them out loud over and over is one great way to refine them.

### **5) Process:**

Every interviewer should follow a structured interview process to get better results. A structured process of interview avoids bias and gives equal and fair chance to all the applicants. The best way for accomplishing this process is by using the behavioral based questions and situational questions.