

Human Resources Management

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MGM 243

Lecture 04



Part (2): Staffing the Organization

Jobs and Job Analysis

Chapter
06

Lecture 04

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Learning Outcomes

After you have read this chapter, you should be able to:

- Discuss workflow analysis and business process re-engineering as approaches to organizational work.
- Explain how artificial intelligence and automation are reshaping job design and job analysis practices.
- Explain how work schedules and telework can change jobs and work.
- Discuss the concept of skills-based job architecture as an emerging alternative to traditional job structures
- Describe job analysis and the stages and methods used in the process
- Explain how artificial intelligence and automation are reshaping job design and job analysis practices..
- Identify both behavioral and legal aspects of job analysis.
- List the components of job descriptions.

Changing Jobs Era

- Work and jobs in organizations throughout the world are changing dramatically.
- Globalization and technology, artificial intelligence (AI), automation, and post-pandemic workforce restructuring are drivers of this change.
- Consider the number of jobs that have been shifted from the United States and Europe to China, India, Romania, Mexico, the Philippines, and other lower-wage countries. Additionally, companies are adopting 'nearshoring' (moving jobs to nearby countries) to improve collaboration and reduce time zone differences."
- The rise of the **gig economy** and **platform-based** work (e.g., Uber, Fiverr, Upwork) has blurred traditional job boundaries, creating a new class of "non-employees."

Nature of Jobs and Work

- **Work:** Effort directed toward accomplishing **results**.
- **Job:** Grouping of **tasks**, **duties**, and **responsibilities** that constitutes the total work assignment for an employee.
- Ideally, when all the jobs in an organization are added together, they should equal the amount of work that the organization needs to have done—no more, no less.
- The degree to which this ideal is or is not met drives differences in organizational productivity.

Nature of Jobs and Work (Cont.)

- For HR, how workflows through the organization and how to make that work more efficient is important.
- Changing the way jobs are done through **redesign**, perhaps by using **teams** or **flexible scheduling**, may make people more satisfied with their jobs.
- Formally reviewing **jobs** and **workflow analysis** to identify what is expected to be accomplished is part of a framework for training, pay, performance, and other aspects of HR management.

Workflow Analysis

- **Workflow Analysis**

- A study of the way work (inputs, activities, and outputs) moves through an organization.

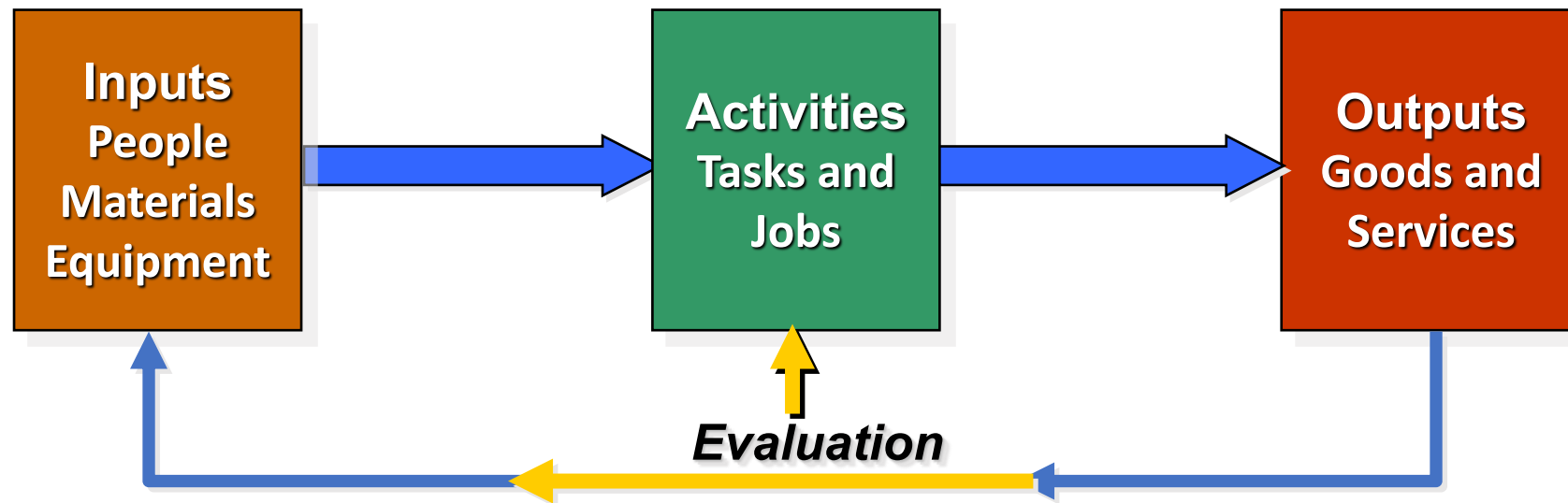


Figure 6-1

Approaches to Dealing with Jobs

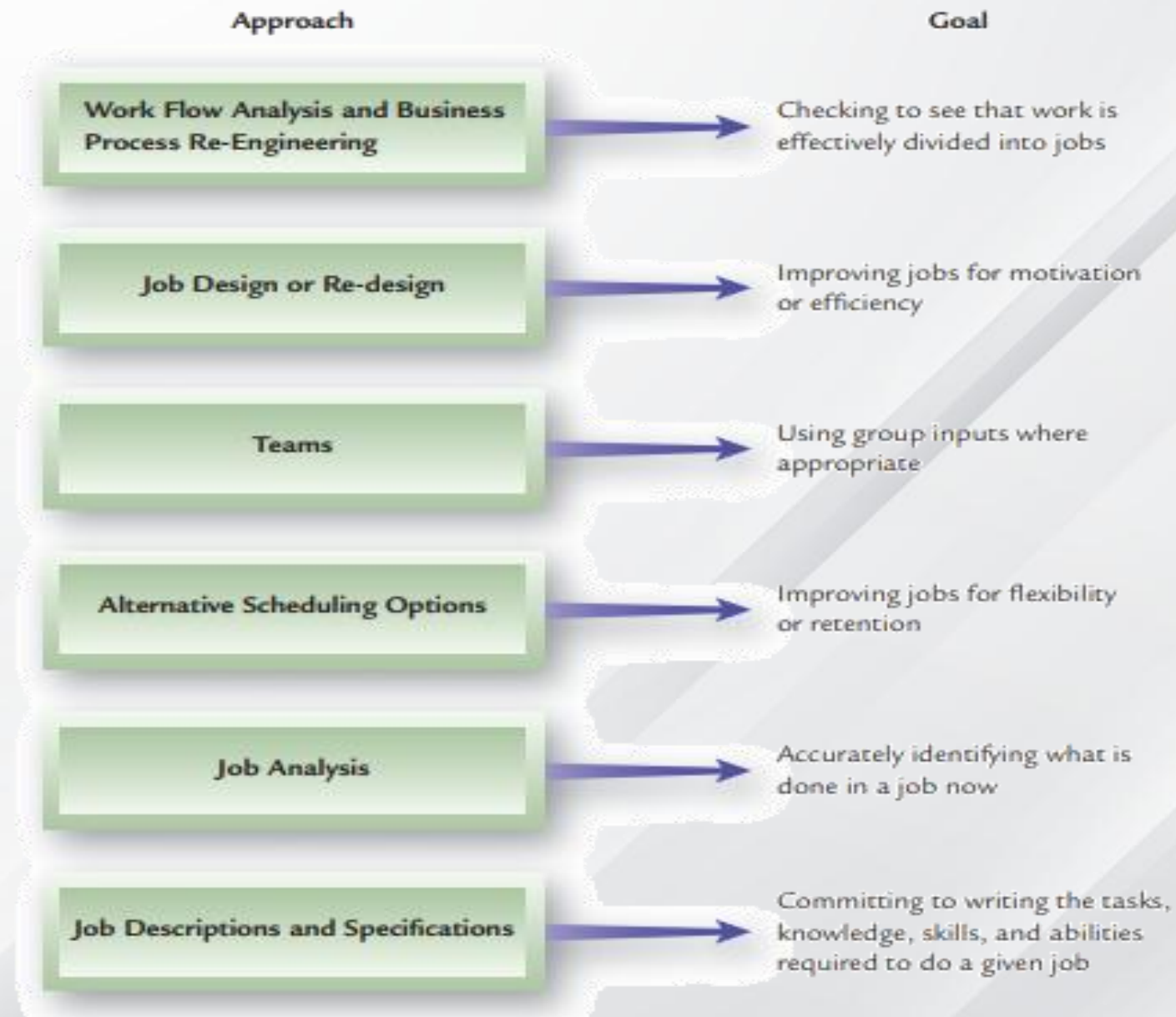


Figure 6-2

Business Process Re-engineering

- **Business Process Re-engineering (BPR)**

Measures for improving such activities as product development, customer service, and service delivery.

- **Phases of Reengineering**

- 1. Re-think:** Examine how the current organization of work and jobs affects customer satisfaction and service.
- 2. Re-design:** Analyze how jobs are put together, the workflow, and how results are achieved; then re-design the process, as necessary.
- 3. Re-tool:** Look at new technologies (*equipment, computers, software, AI-powered automation, robotic process automation (RPA), and cloud-based collaboration tools*) as opportunities to improve productivity, service quality, and customer satisfaction.

Business Process Re-engineering (BPR) (Cont.)

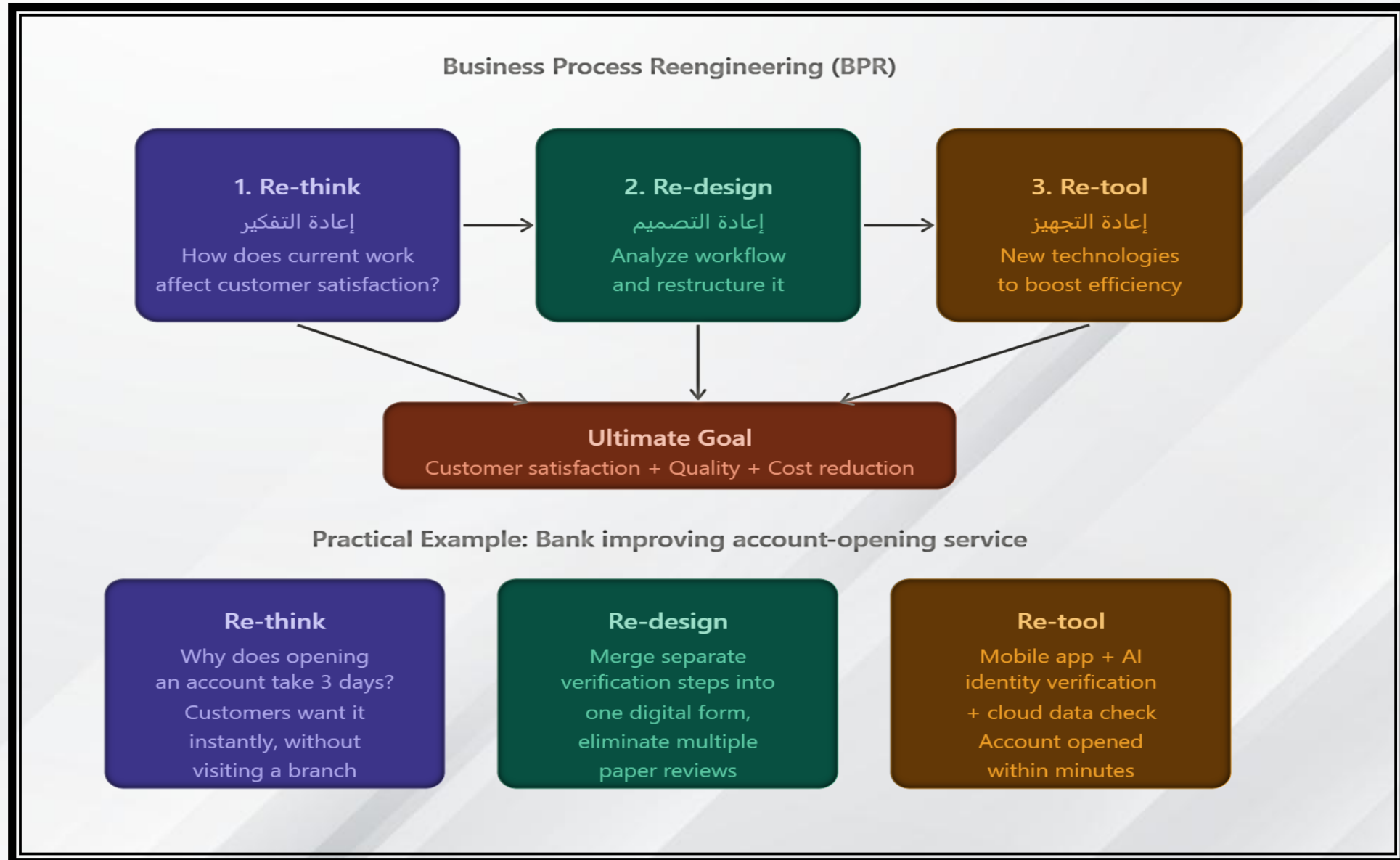


Figure 6-3

Job Design/Re-design

- **Job Design**

- Organizing tasks, duties, and responsibilities into a productive unit of work.
- Person/job fit Matching characteristics of people with characteristics of jobs.
- Job design can influence the following:

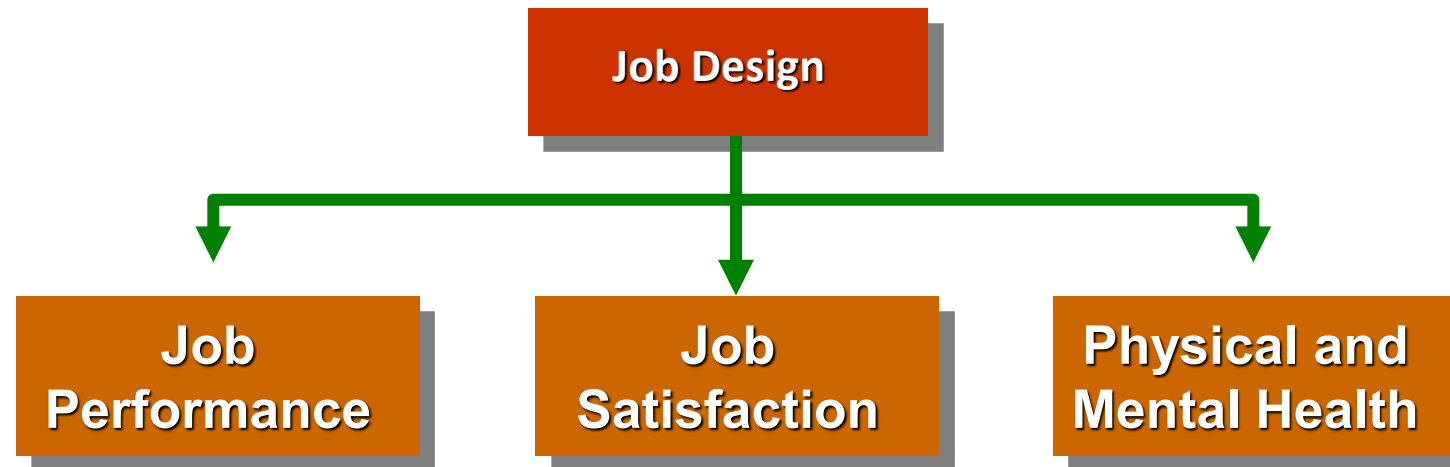


Figure 6-4

Possible “Levers” for Job Design

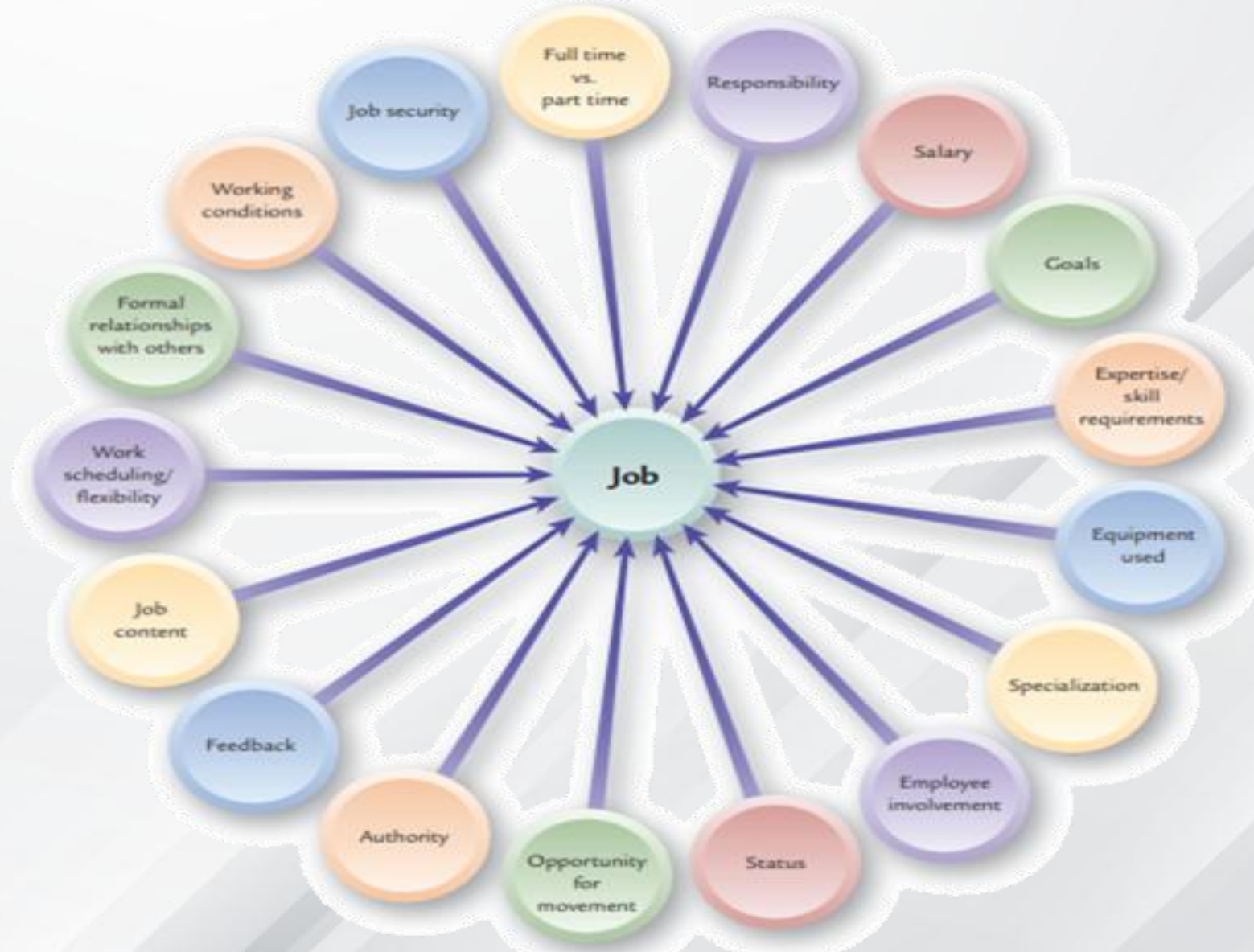


Figure 6-5

Classic Approaches to Job Design

- **Job Enlargement**

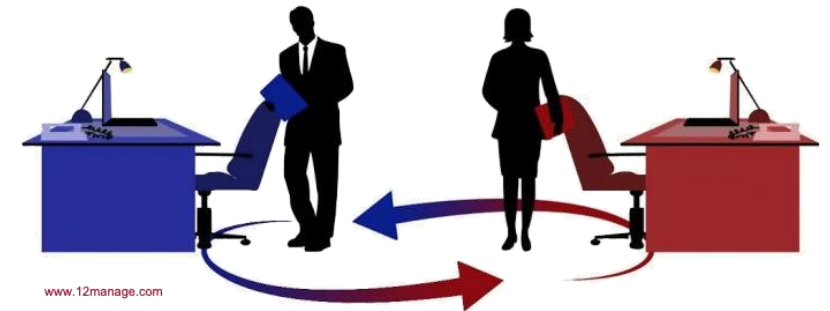
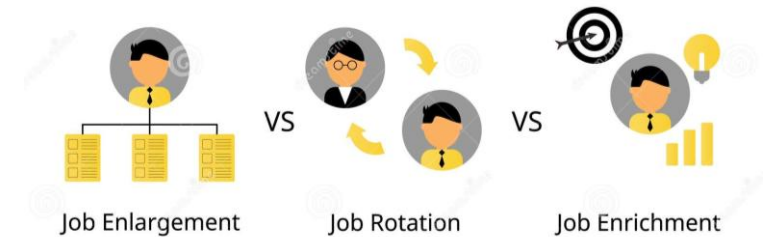
- Broadening the scope of a job by expanding the number of different tasks to be performed.

- **Job Enrichment**

- Increasing the depth of a job by adding the responsibility for planning, organizing, controlling, and evaluating the job.

- **Job Rotation**

- The process of shifting a person from job to job.



Characteristics of Jobs

Job Characteristics	
Skill Variety	The extent to which the work requires several different activities for successful completion.
Task Identity	The extent to which the job includes a “whole” identifiable unit of work that is carried out from start to finish and that results in a visible outcome.
Task Significance	The impact the job has on other people.
Autonomy	The extent of individual freedom and discretion in the work and its scheduling.
Feedback	The amount of information received about how well or how poorly one has performed.

Using Teams in Jobs

Types of Teams

Virtual Team	A team whose members work remotely and communicate primarily through digital tools (e.g., Zoom, Teams, Slack)."
Special-Purpose Team	Organizational team formed to address specific problems, improve work processes, and enhance product and service quality.
Quality Circle	Small group of employees who monitor productivity and quality and suggest solutions to problems.
Production Cells	Grouping of workers who produce components or entire products.
Self-directed Work Team	A team composed of individuals assigned a cluster of tasks, duties, and responsibilities to be accomplished.
Shamrock Team	A team composed of a core of members, resource experts who join the team as appropriate, and part-time/temporary members as needed

Shamrock Team



Figure 6-6

Team Jobs

Advantages

- Improved productivity
- Increased employee involvement
- More widespread employee learning
- Greater employee ownership of problems

Disadvantages

- Requires employees to be “group oriented”
- Not appropriate for most work in organizations
- Can be overused
- Difficult to measure team performance
- Individual compensation interferes with team concept

Factors Affecting Virtual Team Success

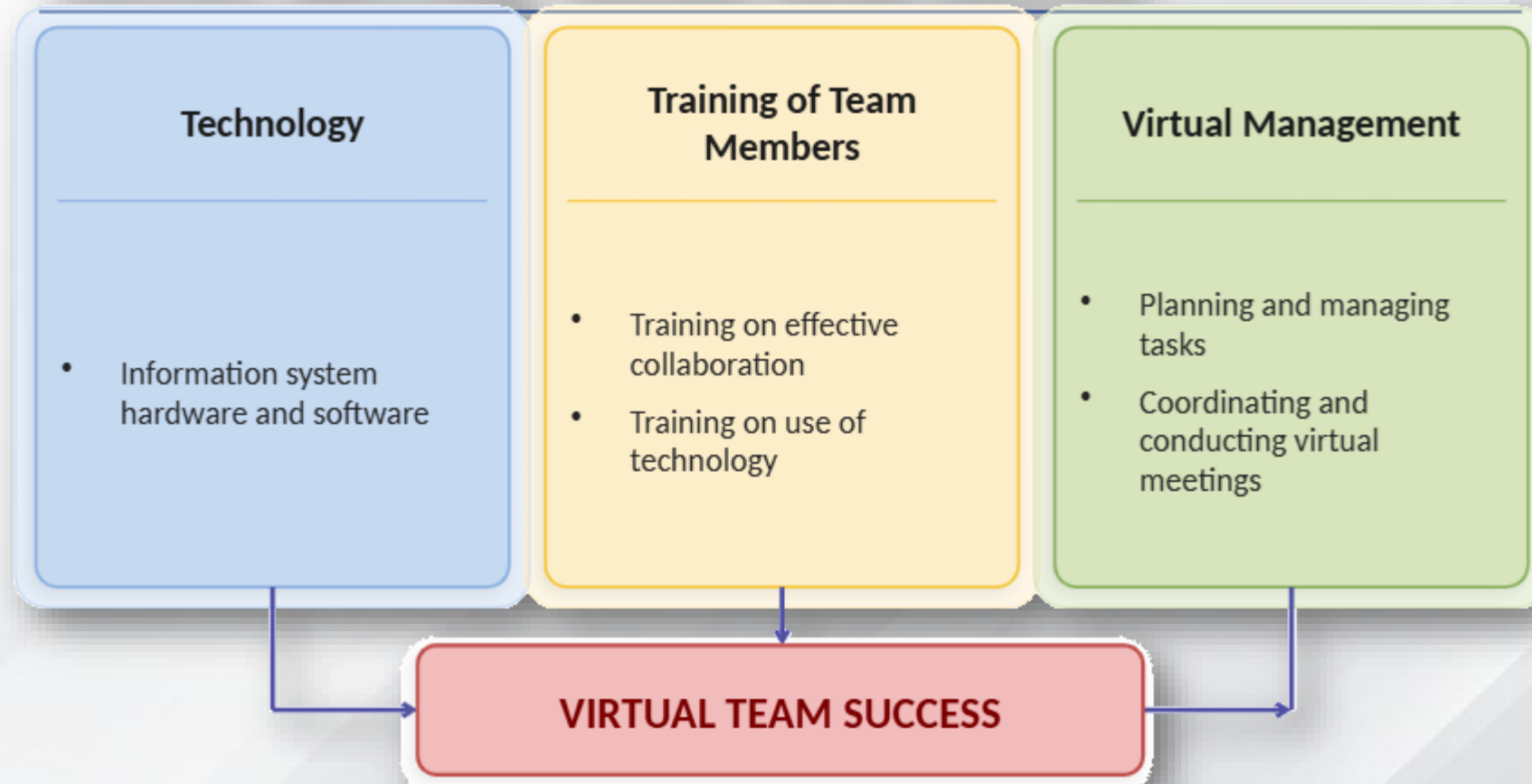


Figure 6-7

Alternative Work Schedules

- **Flextime**

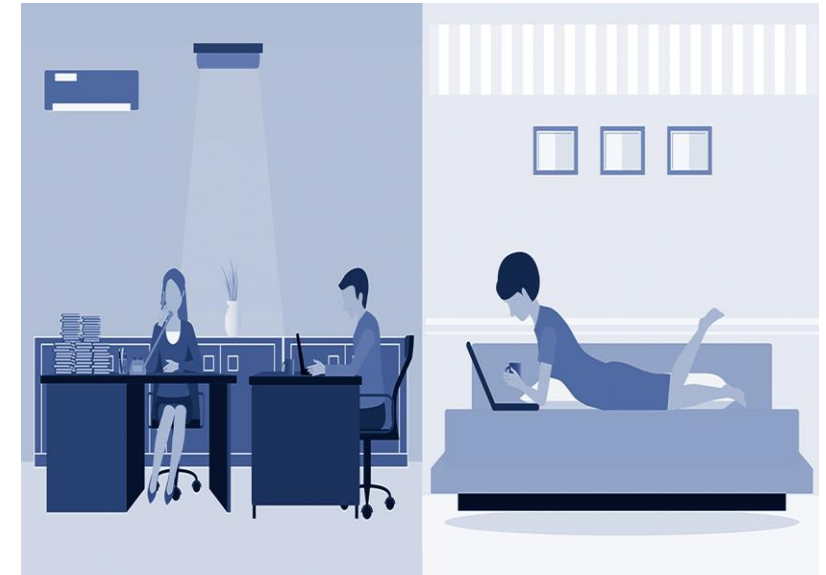
- A work scheduling arrangement in which employees work a set number of hours per day but vary their starting and ending times.

- **Compressed Work Week**

- A work schedule in which a full week's work is accomplished in fewer than five days.
- Recent research on the four-day work week (e.g., pilot programs in the UK and Iceland) shows benefits such as reduced burnout and maintained or improved productivity.

- **Job sharing Scheduling**

- arrangement in which two employees perform the work of one full-time job.



Alternative Work Locations

- **Telecommuting / Remote Work**
- Working from home or another location using digital technology.
- **Temporary Locations**
 - Hoteling
 - Virtual office
- **Effects of Alternative Work Arrangements**
 - Greater trust, less direct supervision
 - Lack of direct contact (visibility)
 - Additionally, research shows that hybrid work (combining remote and on-site work) has become the most common arrangement for many office jobs.
 - Employers now focus on measuring results rather than hours worked.



Nature of Job Analysis

- **Job analysis** : Systematic way of gathering and analyzing information about the content, context, and human requirements of jobs.
 - Work activities and behaviors
 - Interactions with others
 - Performance standards
 - Financial and budgeting impact
 - Machines and equipment used
 - Working conditions
 - Supervision given and received
 - Knowledge, skills, and abilities needed

Job Analysis in Perspective

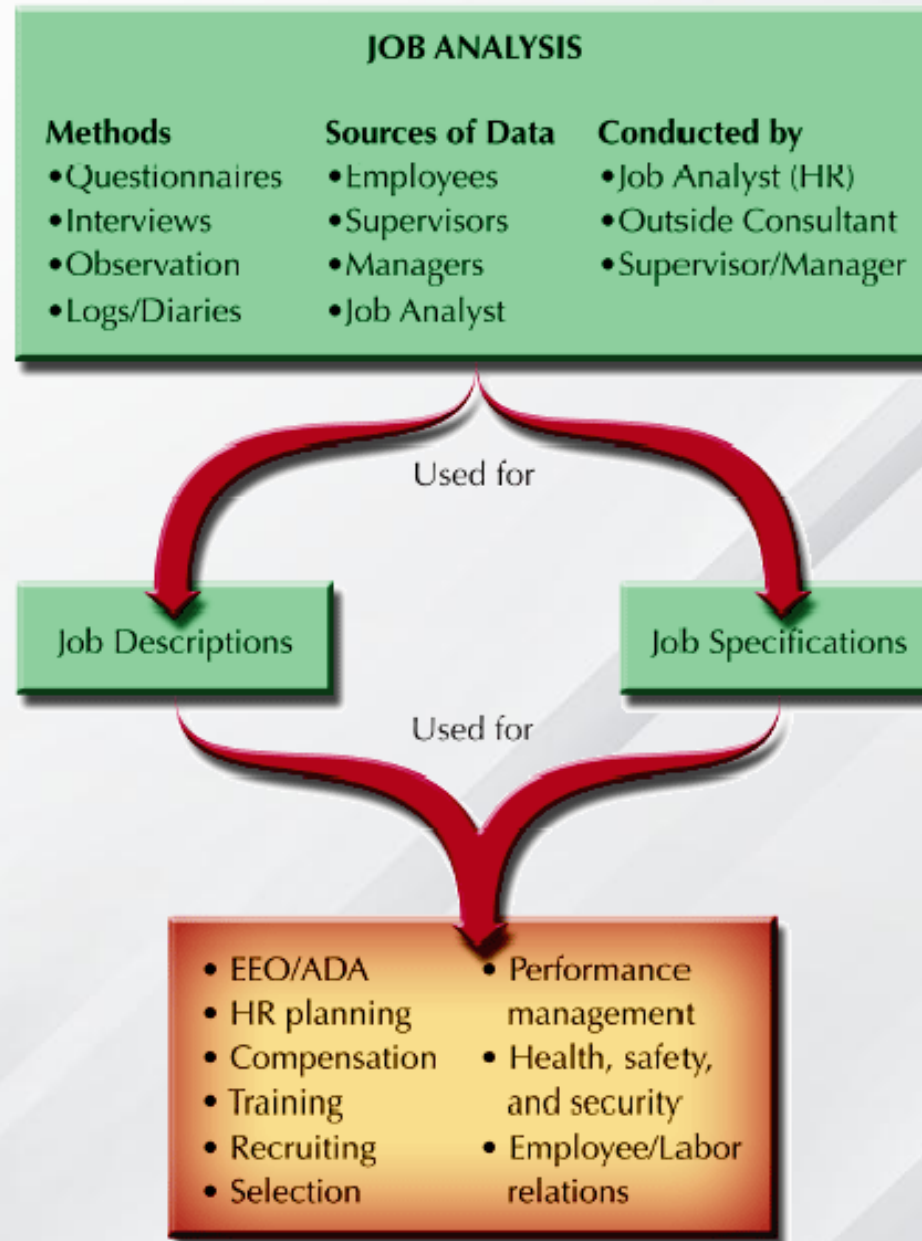


Figure 6-8

Task-based Job Analysis

- **Task**

- A distinct, identifiable work activity composed of motions

- **Duty**

- A larger work segment composed of several tasks that are performed by an individual

- **Responsibilities**

- Obligations to perform certain tasks and duties

Competency Approach To Job Analysis

- **Competencies**

- Basic characteristics that can be linked to enhanced performance by individuals or teams.

- **Reasons for using the competency approach**

- To communicate value behaviors throughout the organization.
- To raise the competency levels of the organization.
- To emphasize the capabilities of people to enhance organizational competitive advantage.

Competency Analysis Methodology

- Identify future performance results areas critical to the organization.
- Assemble panel groups familiar with the company.
- Interview panel members to get examples of job behaviors.
- Develop detailed descriptions of competencies.
- Rate competencies and levels need to meet them.
- Standards of performance are identified and tied to jobs.

Competency Analysis Methodology (Cont.)

- **Some of the following have been identified as behavioral competencies:**

- | | |
|-------------------------------|-----------------------|
| ■ Customer focus | ■ Leadership |
| ■ Team orientation | ■ Conflict resolution |
| ■ Technical expertise | ■ Innovation |
| ■ Results orientation | ■ Adaptability |
| ■ Communication effectiveness | ■ Decisiveness |

Choosing a Job Analysis Approach

- Whether to use the task-based or competency-based approach to job analysis is affected by the nature of jobs and how work is changing.
- In some high technology industries, employees work in cross-functional project teams and shift from project to project.
- Organizations in these industries focus less on performing specific tasks and duties and more on competencies needed to attain results.

Stages in the Job Analysis Process

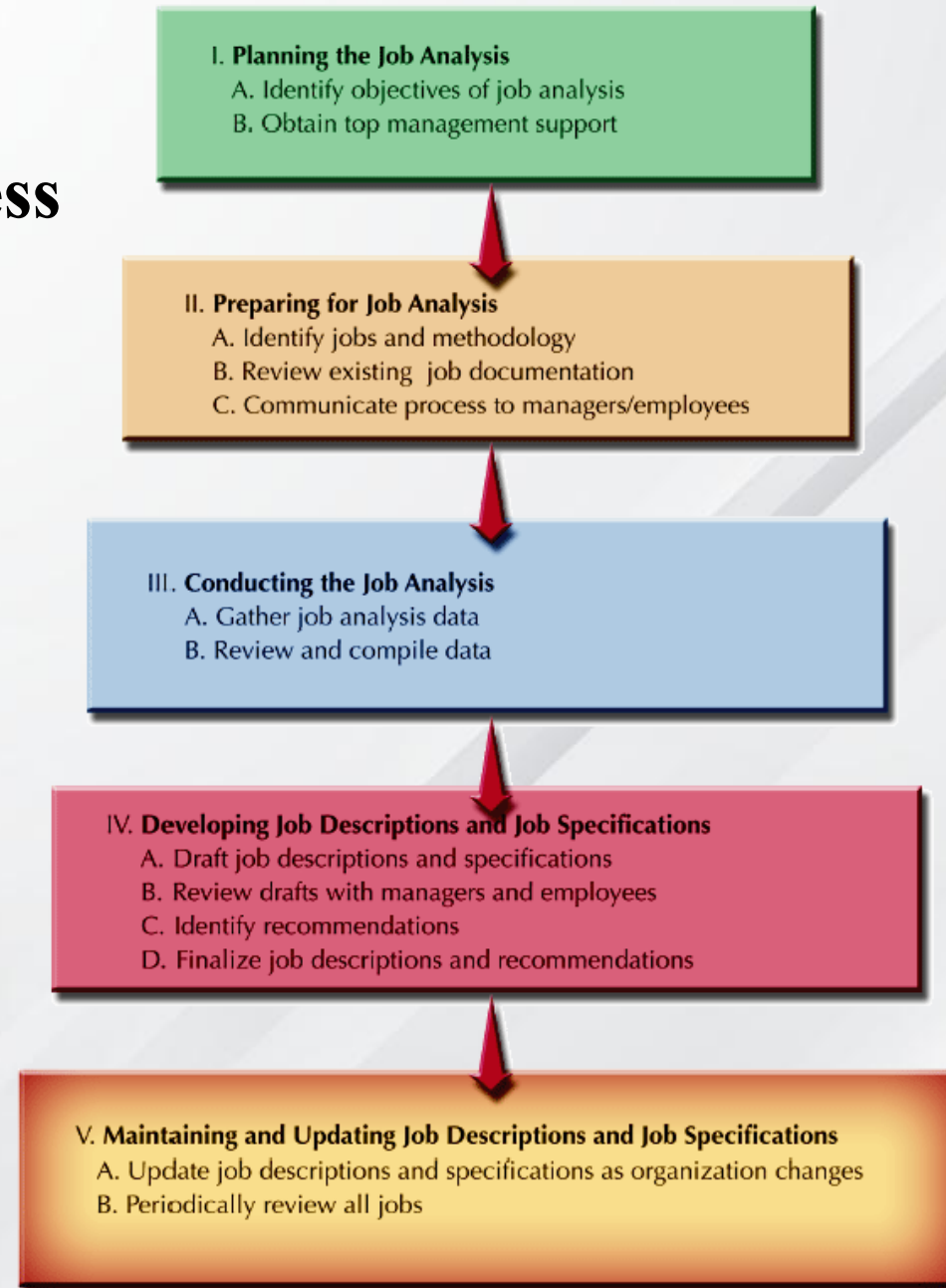


Figure 6-9

Job Analysis Methods

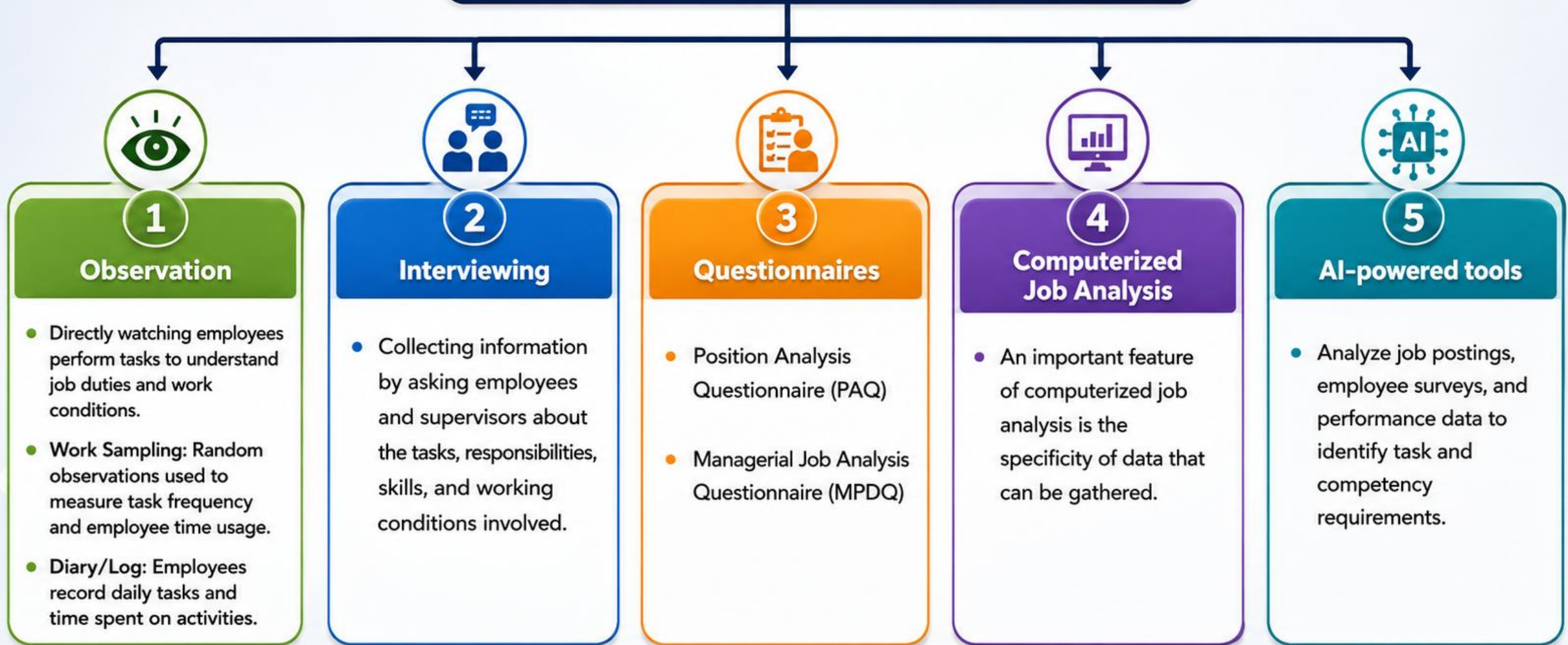


Figure 6-10

Typical Areas Covered in a Job Analysis Questionnaire

Duties and Percent of Time Spent on Each

- *Regular duties*
- *Special duties performed less frequently*

Supervision

- *Supervision given to others*
- *Supervision received from the boss*

Decisions Made

- *Records and reports prepared*
- *Materials and equipment used*
- *Financial/budget responsibilities*

Contact with Other People

- *Internal contacts*
- *External contacts*

Physical Dimensions

- *Physical demands*
- *Working conditions*

Job-Holder Characteristics

- *Knowledge*
- *Skills*
- *Abilities*
- *Training needed*

Behavioral Aspects of Job Analysis

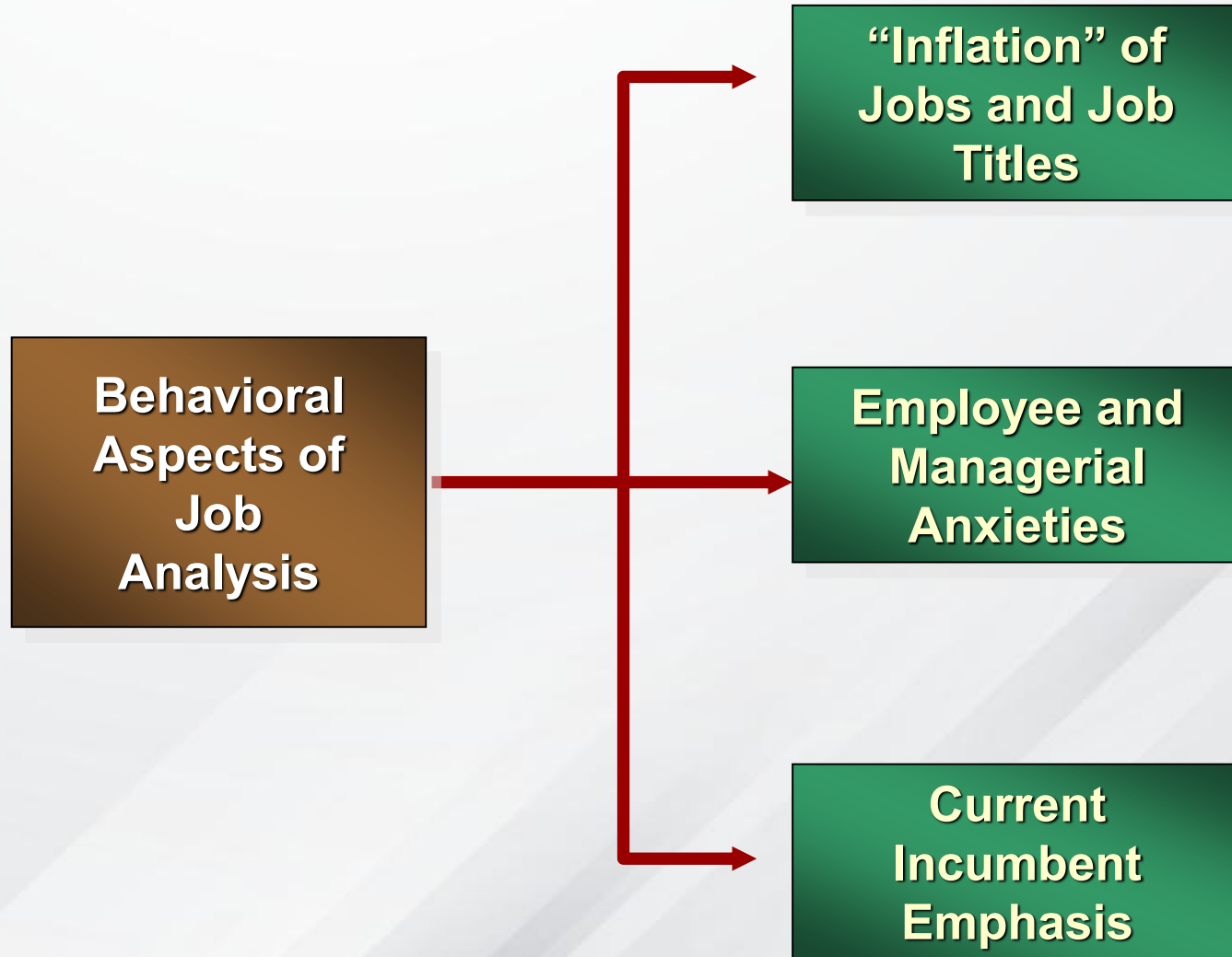


Figure 6-11

Behavioral Aspects of Job Analysis

“Inflation” of Jobs and Job Titles

Employees and managers have some tendency to inflate the importance and significance of their jobs. Because job analysis information is used for compensation purposes, both managers and employees hope that “puffing up” jobs will result in higher pay levels and greater “status” for résumés and more possible promotion opportunities.

Behavioral Aspects of Job Analysis

• Employee and Managerial Anxieties

- **Managerial Straitjacket** :If job descriptions are written restrictively, some employees may use an omission to limit managerial flexibility. The resulting attitude, “It’s not in my job description,” puts a straitjacket on a manager.
- **Employee Fears**: One fear that employees may have concerns the purpose of a detailed investigation of their job. Perhaps they feel that such a detailed look means someone thinks they have done something wrong. The attitude behind such a fear might be “As long as no one knows precisely what I am supposed to be doing, I am safe.”

Behavioral Aspects of Job Analysis

• Current Incumbent Emphasis

- A job analysis and the resulting job description and job specifications should not describe just what the person currently doing the job does and what his or her qualifications are.
- The incumbent may have unique capabilities and the ability to expand the scope of the job to assume more responsibilities.
- It is useful to focus on core duties and necessary knowledge, skills, and abilities by determining what the jobs would be if the incumbents quit or were no longer available to do the jobs.

Job Descriptions and Job Specifications

- **Job Description**

- Identification of the tasks, duties, and responsibilities of a job

- **Performance Standards**

- Indicator of what the job accomplishes and how performance is measured in key areas of the job description.

- **Job Specification**

- The knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily.

Sample Job Description and Specifications

NEXACORE SOLUTIONS INC.

Enterprise Software & Technology Services

www.nexacoresolutions.com | careers@nexacoresolutions.com | +1 (415) 800-2200

JOB DESCRIPTION

Account Executive – Mid-Market Sales

Department:	Sales & Revenue Operations
Reports To:	Vice President of Sales – America
Location:	San Francisco, CA (Hybrid – 3 days onsite)
Employment Type:	Full-Time, Permanent
Compensation:	Base: \$80,000–\$100,000 OTE: \$160,000–\$200,000
Date Posted:	May 9, 2026
Req. ID:	NCS-2026-AE-047

About NexaCore Solutions

NexaCore Solutions is a fast-growing B2B SaaS company headquartered in San Francisco, CA, serving over 3,000 mid-market and enterprise clients across North America and Europe. Our award-winning platform helps finance, operations, and procurement teams automate complex workflows, cut costs, and unlock real-time business intelligence — all in one integrated suite.

We have been recognized on the Inc. 5000 list for three consecutive years and maintain a 4.7/5 rating on G2. We are backed by Sequoia Capital and Andreessen Horowitz, having raised \$120M in our Series C in 2025.

Position Summary

We are seeking a high-performing, consultative Account Executive to join our Mid-Market Sales team. In this role, you will own the full sales cycle — from prospecting and qualification through negotiation and close — for companies with 200–1,000 employees. You will work closely with Sales Development Representatives (SDRs), Solutions Engineers, and Customer Success Managers to deliver an exceptional buying experience and consistently exceed your quota.

This is a quota-carrying, individual contributor role with a clear path to Senior Account Executive, Team Lead, or Strategic Accounts within 18–24 months for top performers.

Key Responsibilities

Sales Execution & Pipeline Management

- Own and manage a pipeline of 40–60 active opportunities across all stages of the sales funnel
- Drive the full sales cycle from first contact to signed contract, typically 30–90 days

- Conduct discovery calls, live product demos, and executive-level business case presentations
- Accurately forecast monthly and quarterly revenue using Salesforce CRM
- Consistently achieve or exceed an annual quota of \$1.2M–\$1.8M ARR

Prospecting & Business Development

- Develop and execute targeted outbound prospecting strategies using tools such as LinkedIn Sales Navigator, ZoomInfo, and Outreach.io
- Partner with SDRs to build pipeline and provide coaching on outreach messaging
- Identify expansion opportunities within the existing customer base in coordination with Customer Success
- Attend industry conferences, webinars, and networking events to generate leads and build market presence

Stakeholder Engagement & Consultative Selling

- Engage and influence multiple stakeholders including CFOs, COOs, Procurement Directors, and IT leadership
- Conduct thorough needs analysis to tailor value propositions to each prospect's specific business challenges
- Lead complex multi-threaded negotiations involving legal, security, and procurement teams
- Build and maintain long-term relationships that result in referrals and case study opportunities

Collaboration & Internal Coordination

- Work cross-functionally with Solutions Engineers to scope and present custom demonstrations
- Coordinate with Marketing on account-based marketing (ABM) campaigns targeting named accounts
- Provide structured feedback to Product and Marketing teams based on buyer conversations
- Maintain clean, accurate, and up-to-date records in Salesforce for all accounts and opportunities

Required Qualifications

- 3–6 years of full-cycle B2B SaaS sales experience with a proven track record of meeting or exceeding quota
- Experience selling to mid-market companies (200–1,000 employees) in finance, operations, or procurement verticals preferred
- Demonstrated ability to close deals in the \$30K–\$150K ARR range
- Proficiency with CRM tools, particularly Salesforce; familiarity with sales engagement platforms (Outreach, Sales loft, or equivalent)
- Strong verbal and written communication skills; ability to deliver compelling executive presentations
- Highly organized, self-motivated, and capable of managing a complex pipeline independently
- Bachelor's degree in business, Communications, or a related field (or equivalent practical experience)

Figure 6-12a

Sample Job Description and Specifications

Preferred Qualifications

- Experience in ERP, financial operations, or workflow automation software categories
- Familiarity with MEDDIC, Challenger Sale, or Command of the Message sales methodologies
- Track record of ranking in the top 20% of a sales organization for two or more consecutive years
- Experience working in a high-growth Series B or Series C SaaS environment
- Prior experience as an SDR or BDR with a path into closing roles

Core Competencies

Competency	What We Look For
Hunter Mentality	Proactively sources pipeline; does not rely solely on inbound leads
Business Acumen	Understands buyer's financial and operational pressures; speaks the language of the C-suite
Resilience	Maintains energy and optimism through long cycles and objections without losing urgency
Coachability	Rapidly internalizes feedback and applies it; seeks out learning proactively
Data-Driven	Uses pipeline data and activity metrics to identify patterns and course-correct
Integrity	<u>Builds</u> trust with prospects by being transparent about product capabilities and limitations

Tools & Technology

- CRM: Salesforce Sales Cloud (required)
- Sales Engagement: Outreach.io or Salesloft
- Prospecting: LinkedIn Sales Navigator, ZoomInfo, Apollo.io
- Communication: Slack, Zoom, Google Workspace
- Enablement: Highspot, Gong (call recording and coaching)
- Forecasting: Clari or Salesforce native forecasting

Compensation & Benefits

Base Salary & Commission

- Base salary range: \$80,000–\$100,000 depending on experience
- On-Target Earnings (OTE): \$160,000–\$200,000 at 100% quota attainment
- Uncapped commission with accelerators above 100% (up to 2× rate above 120%)
- Quarterly bonus tied to team and company performance

Benefits Package

- 100% employer-paid medical, dental, and vision insurance for employee; 80% for dependents
- 401(k) with 4% company match, fully vested immediately
- Equity participation: Restricted Stock Units (RSUs) with 4-year vesting schedule
- 20 days PTO + 11 company holidays + unlimited sick leave
- \$1,500 annual professional development and conference stipend
- \$500 home office equipment stipend
- Parental leave: 16 weeks fully paid (primary caregiver) / 8 weeks (secondary)
- Employee Assistance Program (EAP) and mental wellness coverage

Work Environment & Culture

NexaCore operates on a hybrid schedule with Tuesday, Wednesday, and Thursday in our San Francisco headquarters (SoMa district), and Monday and Friday remote. Our sales culture is competitive but collaborative — we celebrate individual wins and invest heavily in team enablement. Our average quota attainment across the team is 87%, and our top 25% of reps consistently exceed 120%.

We host quarterly Sales Kickoffs, an annual President's Club trip (2025 destination: Amalfi Coast), and weekly team enablement sessions led by our Revenue Enablement team.

Hiring Process

- Stage 1: Recruiter phone screen (30 min)
- Stage 2: Hiring Manager video interview — competency and experience review (45 min)
- Stage 3: Peer panel interview with two current AEs (45 min)
- Stage 4: Live sales exercise — mock discovery call with a Sales Director (30 min)
- Stage 5: VP of Sales final interview + offer discussion (30 min)

Our typical time-to-offer is 10–14 business days from the recruiter screen.

Equal Opportunity Statement

NexaCore Solutions Inc. is an Equal Opportunity Employer. We are committed to creating a diverse and inclusive workplace and do not discriminate on the basis of race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status. We encourage candidates from all backgrounds to apply.

Reasonable accommodations will be made for qualified applicants with disabilities in accordance with the Americans with Disabilities Act (ADA) and applicable state laws.

How to Apply

Interested candidates should submit the following via our careers portal at www.nexacoresolutions.com/careers or by email to careers@nexacoresolutions.com:

- Updated resume/CV
- Cover letter describing your most significant closed deal and your approach to winning it
- LinkedIn profile URL

Figure 6–12b

Job Description Components

- **Identification**

- Job title
- Reporting relationships
- Department
- Location
- Work arrangement (on-site / hybrid / remote)
- organizational level/grade
- Date of analysis

- **General Summary**

- Describes the job's distinguishing responsibilities and components

- **Essential Functions and Duties**

- Lists major tasks, duties and responsibilities

- **Job Specifications**

- Knowledge, skills, and abilities
- Education and experience
- Physical requirements
- Digital and technology proficiencies
- Behavioral competencies and values alignment

- **Disclaimer**

- Of implied contract
- Signature of approvals

SUMMARY

- Changing Jobs Era
- Nature Of Jobs And Work
- Workflow Analysis
- Job Design/Re-design
- Alternative Work Schedules & Locations
- Nature Of Job Analysis
- Task-based Job Analysis
- Competency Approach To Job Analysis
- Job Analysis Methods
- Behavioral Aspects of Job Analysis
- Job Descriptions And Job Specification

Chapter

06

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Thank You