



MONARCH MANAGEMENT INSTITUTE

Open Course Network · Micro-Course 19

COURSE PROSPECTUS

Put the Right Work in the Right Role

A one-week, applied micro-course on job analysis and competency frameworks — a practical method for defining a role by its work, worked on one real role you carry all the way through, so that recruitment and performance decisions rest on evidence rather than instinct.

1 wk

One weekly module

6

Sections

70%

To pass · unlimited attempts

Monarch Management Institute

UGSM-Monarch Business School Switzerland · umonarch.ch/MMI

Online Management Education for Working Professionals

At a glance

Duration	1 week — one weekly module of six sections
Study time	≈ 6 directed hours
Level	Introductory; no prior study of human resources required
Assessment	1 auto-graded scenario assessment · 70% to pass · unlimited attempts
Award	Monarch-endorsed Certificate of Knowledge
Format	Fully online, self-paced

What you will gain

By the end of this course you will be able to apply job analysis and competency-framework methods to a real role — analyze its work to define its purpose, responsibilities and outputs; derive the knowledge, skills, abilities and other characteristics it requires; and express the differentiators as behaviorally defined competencies with proficiency levels — to produce and defend a role definition that supports sound recruitment and performance decisions, checked for job-relatedness and with its limits named.

And what it counts toward

You earn the Monarch-endorsed Certificate of Knowledge and 1 MMI-Credit. MMI-Credits carry toward MMI program progression (PD-001).

What this course is

Put the Right Work in the Right Role is a fully online, self-paced micro-course on job analysis and competency frameworks. Managers make two of the highest-stakes decisions in any organization — who to hire, and how well someone is doing — long before anyone gives them a method for either. This course teaches that method: how to define a role by its work rather than by the last person who held it, so that you can recruit and manage performance on the same evidence instead of on instinct. You pick one real role in the opening section — one you manage, one you are hiring for, or one whose performance you must judge — and carry it through all six sections, finishing with a defensible one-page role definition you can stand behind, not a certificate of attendance.

The five-move routine you will learn to apply

- Anchor the role, not the person — state the purpose the role exists to serve, and set aside what is really about the current holder
- Analyze the work — gather, from more than one source, the responsibilities and the outputs, stated as results rather than activities
- Derive the required capabilities — turn each output into the knowledge, skills, abilities and other characteristics it demands, each traced to the work
- Name the differentiating behavior — express the competencies that separate strong performance behaviorally and by proficiency level
- Assemble & validate — bring the five elements together, check that every requirement is job-related, and name the limits

Who this course is for

- Managers who hire, promote and appraise, and want to define a role by its work rather than by resemblance to the last person who held it
- Founders, operators and team leaders who write adverts, sit on interview panels and run performance reviews, and want a shared, defensible account of good performance
- HR and people professionals who must ground selection criteria, structured interviews and appraisal standards in the work
- BBA, MBA or DBA candidates seeking a rigorous, applied foundation in job analysis and competency-framework methods

What you will accomplish

- Separate the role from the person who holds it, and tell job analysis apart from a competency framework
- Analyze a role's work into a clear statement of its purpose, responsibilities and outputs, stated as results not activities
- Derive the knowledge, skills, abilities and other characteristics the work requires, each traced to a task or output and marked essential or desirable
- Build a short, grounded competency framework with behavioral indicators and proficiency levels
- Distinguish threshold competencies from the differentiators that separate strong performance from adequate
- Produce and defend a one-page role definition, checked for job-relatedness, and name what it cannot do on its own

Your week, section by section

Section	Title
1	What a Role Definition Is and Why It Matters
2	Analyzing the Work — Purpose, Responsibilities and Outputs
3	Deriving the Required Capabilities
4	Building the Competency Framework
5	Assembling a Defensible Role Definition
6	A Repeatable Routine for Defining a Role

Each section follows the same four steps — Explain, Show, Do, Feedback — worked through a running case (Rosa Delgado defining the Site Coordinator role at Calderwood Facilities) and then on your own chosen role.

Assessment and certificate

One auto-graded scenario assessment concludes the module. Each item presents an unfamiliar role and supplies the details, so it tests judgment rather than recall. A score of 70% passes, with unlimited untimed attempts, and a full explanation is shown for every item. On passing you earn the Monarch-endorsed Certificate of Knowledge.

Taught with its limits

A role definition is a powerful instrument, but a bounded one. This course teaches its limits alongside the method — that a role evolves, so the definition is a living document that must be reviewed; that a competency list copied from elsewhere fits no one's actual work; and that a good definition informs a recruitment or performance decision rather than making it, since a person still weighs the evidence — so you hold it as a disciplined, evidence-based instrument, not a mechanical rule that removes the need for judgment.

Pick a real role, and learn to define it by its work.

