Managing Human Resources 8th edition Gomez-Mejia Solutions Manual

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Chapter 2

Managing Work Flows and Conducting Job Analysis

CHAPTER OVERVIEW

Work flow is a highly dynamic process, and a well-designed organizational structure will ensure that work is performed efficiently and produces a high-quality product or service. This chapter discusses the various aspects of organizational design and structure, and the flow of work within the structure to accomplish an organization's goals and objectives. It is the business strategy selected by management that determines the structure most appropriate for the organization. The term *organizational structure* refers to relationships among people and groups in an organization. *Work flow* refers to the way that work is organized within the structure to meet production or service goals. Work flow can be viewed from three different perspectives within the organizational structure: the entire organization, work groups, and individual employees. When business conditions or organizational strategy and objectives change, often the design and structure of the organization will also undergo change in order to adapt, and each of the three elements may be affected. Job analysis is a tool used by organizations to document and describe job content, and measure how much and what types of work are necessary to achieve organizational objectives. Contingent workers and alternative work schedules are also explored in this chapter as a means to create a flexible workforce. Finally, human resource information system (HRIS) applications are discussed, and the management of security and privacy issues is explored.

CHALLENGES

After reading this chapter, students should be able to deal more effectively with the following challenges:

1. Understand the organizational perspective of work.
2. Understand the group perspective of work.
3. Understand the individual perspective of work.
4. Develop competence in designing jobs and conducting job analysis.
5. Have familiarity with the flexible workforce.
6. Maintain human resource information systems.

ANNOTATED OUTLINE

CHALLENGE 1

Understand the organizational perspective of work.

I. Work: The Organization Perspective

The relationship between strategy and organizational structure, the three basic organizational structures, and the uses of work-flow analysis are discussed.

A. Strategy and Organizational Structure

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An organization develops a business strategy by establishing a set of long-term goals. The business strategy selected by management determines the structure and/or restructuring that is most appropriate. Moreover, management selects HR strategies to fit and support its business strategies and organizational structure.

B. Designing the Organization

Designing an organization involves choosing an organizational structure that will enable the company to most effectively achieve its goals. There are three basic types of organizational structure. ***Bureaucratic organizations*** can be described as a pyramid-shaped organization. They consist of hierarchies with many levels of management and are driven by a top-down, or command-and-control, approach in which managers provide considerable direction and have considerable control over others (The classic example is the military). The bureaucratic organization is based on a functional division of labor, where employees are divided into divisions based on their function. Work specialization is another feature of bureaucratic organizations, with employees spending most of their time working individually or at a specialized task. ***Flat organizations*** have only a few levels of managers and emphasize a decentralized approach to management, which encourages high employee involvement in business decisions. The purpose of this structure is to create independent small businesses or enterprises that can rapidly respond to customers' needs or changes in the business environment. Flat organizations are useful for organizations that are implementing a management strategy that emphasizes customer satisfaction. ***Boundaryless organizations*** enable organizations to form relationships (joint ventures, intellectual property, marketing distribution channels, or financial resources) with customers, suppliers, and/or competitors. Companies often use a boundaryless organizational structure when they (1) collaborate with customers or suppliers to provide better-quality products or services, (2) are entering foreign markets that have entry barriers to foreign competitors,; or (3) need to manage the risk of developing an expensive new technology. Boundaryless organizations share many of the characteristics of flat organizations, with a strong emphasis on teams, which are likely to include employees representing different companies in the joint venture.

C. Work-Flow Analysis

Managers perform work-flow analysis in order to examine how work creates or adds value to the ongoing processes in a business. Work-flow analysis looks at how work moves from the customer (the demand source) through the organization to the point at which the work leaves the organization as a product or service for the customer (to meet the demand). Work-flow analysis

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often reveals that some steps or jobs can be combined, simplified, or even eliminated. In other cases, it results in the reorganization of work so that teams rather than individual workers are the source of value creation.

D. Business Process Reengineering

Business process reengineering (BPR) is another program through which work-flow analysis has helped organizations to make major performance improvements. BPR is different from restructuring in that its focus is not just on eliminating layers of management, but rather a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in costs, quality, service, and speed. BPR uses work-flow analysis to identify a company's core processes involved in producing its product or delivering its service to the customer, and organizing its human resources around those core processes to improve organizational performance. Through this analysis, jobs are identified that can be eliminated or recombined to improve company performance.

CHALLENGE 2
Understand the group perspective of work.

II. Work: The Group Perspective

In the flat and boundaryless organizational structures, teamwork is an imperative. Teams are the basic building blocks of both these structures. A team is a small number of people with complementary skills who work toward common goals for which they hold themselves mutually accountable. One type of team that is having a significant impact on U.S. companies today is the self-managed team.

A. Self-Managed Teams

Self-managed teams (SMTs) are responsible for producing an entire product, a component, or an ongoing service. In most cases, SMT members are cross-trained on the different tasks assigned to the team. Self-managed teams have made some impressive contributions to the bottom line of companies (Shenandoah Life, Xerox, Boeing, and Lucent Technologies) that have used them. Often, these teams are trained in technical, administrative, and interpersonal skills.

B. Other Types of Teams

Businesses use three other types of teams in addition to SMTs. Unlike SMTs, ***problem-solving teams*** do not affect an organization's structure because they exist for only a limited period. They are often used when organizations decide to pursue a quality management effort by making improvements in the quality of a product or service. ***Special-purpose teams*** consist of members who span

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functional or organizational boundaries and whose purpose is to examine complex issues such as introducing new technology, improving the quality of work process, or encouraging cooperation between labor and management in a unionized setting. ***Virtual teams*** use interactive computer technologies such as the Internet to work together despite being separated by physical distance. Virtual teams allow organizations to position individuals who might not be otherwise available on teams.

CHALLENGE 3
Understand the individual perspective of work.

III. Work: The Individual Perspective

The third perspective from which the structure and flow of work is examined in this chapter is between the individual employee and the job. Theories of motivation are reviewed along with discussions of job design, job analysis, and job descriptions.

A. Motivating Employees

Motivation is that which energizes and sustains human behavior. Motivation theory seeks to explain why employees are more motivated by and satisfied with one type of work than another. To do this, several theories are discussed, including the ***two-factor theory*** (which lists the factors that are satisfying and dissatisfying), ***work adjustment theory*** (which says that motivation and job satisfaction depend on the fit between the employee's abilities or needs and the job and organizational characteristics), ***goal-setting theory*** (which suggests that employees' goals explain motivation and performance), and ***job characteristic theory*** (which states that employee motivation depends on job characteristics such as skill variety, task identity, task significance, autonomy, and feedback).

CHALLENGE 4
Develop competence in designing jobs and conducting job analysis.

IV. Designing Jobs and Conducting Job Analysis

All the theories of employee motivation suggest that jobs can be designed to increase motivation and performance.

A. Job Design

Job design is the process of organizing work into tasks required to perform a specific job. There are three important influences on job design. One is work-flow analysis; the other two are the strategy of the business and the organizational structure that best fits that strategy. The five approaches to job

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design that are examined are ***work simplification*** (versus work elimination), ***job enlargement***, ***job rotation***, ***job enrichment***, and ***team-based job design***.

B. Job Analysis

A work-flow analysis is followed by a job design and the communication of job expectations to job incumbents. The basis of these things is a job analysis, which requires systematic job data gathering and information organization with respect to the tasks and responsibilities of a particular job. Job analysis is useful for recruitment, selection, performance appraisal, compensation, training, and career development activities.

1. Who performs job analysis?
2. Methods of gathering job information
3. The uses of job analysis
4. The techniques of job analysis
   a. Task inventory analysis
   b. Critical incident technique
   c. Position analysis questionnaire (PAQ)
   d. Functional job analysis
5. Job analysis and the legal environment
6. Job analysis and organizational flexibility

C. Job Descriptions

A job description is a portrait of a job. It may be specific (a detailed summary) or general (associated with work-flow strategies that emphasize innovation, flexibility, and loose work planning). Regardless, it is a written document that identifies, defines, and describes a job in terms of its duties, responsibilities, working conditions, and specifications. Job descriptions have four key elements: ***identification information***, ***job summary***, ***job duties and responsibilities***, and ***job specifications and minimum qualifications***.

D. Job or Work?

In some cases it is more appropriate to focus on the work the individual does rather than the job because some jobs lack clearly defined boundaries. However, the need to assign employees to perform jobs is going to remain an important feature of the work environment.

CHALLENGE 5
Have familiarity with the flexible workforce.

V. The Flexible Workforce

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One of the imperatives for many modern organizations is flexibility. Therefore, this section looks at the practice of using contingent workers and examines flexible work schedules.

A. Contingent Workers

There are two types of workers: ***contingent*** (those having a tentative relationship with an employer) and ***core*** (those having full-time jobs with an employer). Firms hire contingent workers to help them deal with temporary increases in their workload or to do work that is not part of their core set of capabilities. Contingent workers include ***temporary employees***, ***part-time employees***, ***outsourced or subcontracted contract workers***, and ***college interns***. The jobs held by these workers are diverse, ranging from blue-collar to white-collar executive positions. Outsourcing has increasingly become the wave of the future as more and more companies look to the "virtual corporation" as an organizational model. Consistent with this trend, human resource activities such as payroll, benefits, training, recruiting, and performance evaluation are being outsourced by organizations as well. There are both advantages and disadvantages to outsourcing these activities, and the costs and benefits should be considered before making a decision to outsource or retain a specific activity.

B. Flexible Work Schedules

Flexible work schedules alter the scheduling of work while leaving intact the job design and the employment relationship. The three most common types of flexible work schedules are ***flexible work hours***, ***condensed or compressed workweeks***, and ***telecommuting***. Employers can use flexible work schedules to provide advantages for both themselves and employees, with employers gaining higher levels of productivity and job satisfaction, and employees feeling that they are trusted by management, which can improve the quality of employee relations.

C. The Mobile Workplace

Many technology changes have given rise to a mobile work environment. Technology has freed employees to work in different spatial locations, including tea spaces, remote work centers, a home office, or the neighborhood coffee shop. This flexibility allows workers to achieve better work–life balance.

CHALLENGE 6
Maintain human resource information systems.

VI. Human Resource Information Systems

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Human resource information systems (HRISs) are systems used to collect, record, store, analyze, and retrieve data concerning an organization's human resources.

A. HRIS Applications

A computerized HRIS contains hardware and software applications that work together to help managers make HR decisions. HRIS software applications currently available to business include those for employee information, applicant tracking, skills inventory, payroll, time management, and benefits administration.

B. HRIS Security and Privacy

The HR department must develop policies and guidelines to protect the integrity and security of the HRIS so that private employee information does not fall into the wrong hands. To maintain the security and privacy of HRIS records, companies should control access, develop policies and guidelines that govern the utilization of information, and allow employees to check their records.

ANSWERS TO END-OF-CHAPTER DISCUSSION QUESTIONS

1. Are managers likely to question the work commitment of their contingent workers? What might be the consequences for management when the majority of a company's workforce consists of temporary employees and contract workers?

Yes, because when there is an economic downturn, contingent workers are the first employees to be discharged. Also, managers might question those workers' commitment because they would suspect that if they can find more permanent positions elsewhere, they will leave. For many this may be true, but for others it may not be.

The consequences include a less committed workforce, one that has few loyalties to the company, lower morale, and lower levels of productivity.

2. What are the drawbacks to using flexible work hours from the organization's perspective? Compressed workweeks? Telecommuting? How should the HR department deal with these challenges?

The drawbacks of using flexible work hours are that today's greater emphasis on teams requires coordination of work schedules among team members. Concerning compressed workweeks, longer workdays may interfere with job performance. Concerning telecommuting, employers may find themselves with extended obligations under OSHA and other federal laws that cover offsite employees or employees working at home. The HR department can effectively deal with these challenges by identifying each of these drawbacks and developing strategies to

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address these issues, including creating guidelines and policies regarding work hours, performance expectations, and safety issues.

3. Some management experts do not agree that a virtual team is really a team at all. Based on the definition of a team, what properties of a virtual team satisfy the definition of a team? Do any aspects of a virtual team give rise to doubts over whether it satisfies the definition of a true team? Suppose you needed to organize a virtual team of consultants working in different cities to do an important project for a client. What human resource management practices could you apply that would influence the virtual team members to behave as if they were on a true team such as a self-managed or problem-solving team?

The main difference between virtual teams and other teams is that team members interact with each other electronically, rather than face to face. The definition of a team is "a small number of people with complementary skills who work toward common goals for which they hold themselves mutually accountable." A virtual team has all these properties and satisfies this definition. The one aspect of a virtual team that presents a challenge is the physical proximity of team members. Some practices that could be applied to achieve the same level of accountability that is present with self-managed or problem-solving teams is to integrate team participation into the various programs and policies the organization has in place. For example, including participation in teams as part of the organization's performance feedback system, such as 360 assessments, would provide firsthand data about individual employee performance on a team. Basing part of employee compensation on team performance is also a method that would influence an employee's behavior on such a team.

4. A recent trend more and more companies are embracing is to outsource all or most of their human resource management activities. Do you agree or disagree with this trend? What risks is a company taking when it decides to outsource its entire set of human resource management activities? Try to describe a situation where it is most beneficial to retain most of the human resource management activities within a company so that HR is provided by the human resource management department.

Students may agree or disagree with this trend. Those who agree will speak of the cost savings gained through outsourcing these activities, which is primarily why companies choose this course of action. The risks associated with outsourcing the entire human resource function, however, are that the firms that perform the outsourced HR functions will not have the knowledge and insight of the organization's history and culture, which can be very important factors when it comes to decision making. They are also one step removed from the "day to day," and may not have a firm grasp of changes in employee climate, which affects morale and employee performance. Outsourcing providers also may not be able to offer the presence that is needed in order to gain employee trust, and provide the level of service that companies have come to expect with their in-house HR staffs.

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An example of a situation where it would be most beneficial to retain the human resource management activities is a company that is going through significant employee relations issues, such as a union organizing drive. A lack of human resource presence would be extremely risky if the company hopes to head off union organizing, as many of the issues are often employee concerns of economics, employment security, and fair working conditions. Outsourced HR providers will most likely be viewed as removed, impersonal, and strictly concerned with the company's best interests and not necessarily the employees, contributing to a lack of trust by employees and their need for a third party to represent them and their concerns. In contrast, an in-house HR department can serve the role of both company representative and employee advocate, and has a much greater chance of gaining employee trust and confidence, as well as working with frontline supervisors and managers directly to address the issues at hand.

5. In recent years there has been an increase in the number of companies that have wrongly classified an "employee" as a "contract worker," and consequently were taken to court by workers who believed they were entitled to certain rights and privileges enjoyed by individuals who were given "employee" status. What are some of the rights and privileges that are given to employees and not to contract workers? What advantages do employers gain with contract workers over regular employees? How could a contract worker prove to the courts that he or she is really an employee and was wrongly classified as a contract worker?

Some of the rights and benefits given to employees and not to contract workers include higher wages, benefits such as medical plans, 401k plans, stock and savings plans, retirement plans, tuition reimbursement, disability insurance plans, employee assistance programs, vacation time, holiday pay, paid sick time, and various perks such as access to club savings and product discounts. The chief advantage that employers gain with contract workers is that of cost savings. Although some contract workers, especially consultants, may secure a higher rate of pay than a regular employee, the fully loaded cost including fringe benefits is generally less than that of a full-time employee. When the employee is a contract worker through an outside agency, the agency also assumes the cost of workers' compensation insurance and unemployment insurance for the temporary or contract worker, which results in less liability and cost savings to the employer. Additionally, the employer can employ the contract workers for any period of time and then release them when the company no longer has the need for their services, or is not happy with their work. Employers feel less of an obligation to contract workers than they do to their employees, so they are much less reticent to relieve them from the duties they were hired to perform. Contract workers would have a claim that they are really employees and not contract workers if they have been on a long-term assignment (many companies use the rule of 1,000 hours of service), and, as a result of a ruling in the infamous Microsoft case, become eligible for benefits.

ANSWERS TO MY MANAGEMENT LAB DISCUSSION QUESTIONS

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6. **Are job descriptions really necessary? What would happen if a company decided not to use any job descriptions at all?**

Job descriptions are necessary and useful for the following HR activities: recruitment, selection, performance appraisals, compensation, training, and career development. If a company decides not to use any job descriptions (documents portraying the jobs) it must determine on what bases it will recruit, select, evaluate performance, compensate, develop training programs, and conduct career development activities. Although it is not wise to eliminate job descriptions altogether, it is possible to use other methods to engage in the HR activities mentioned above. This is mostly successful in organizations with highly educated workers, in an atmosphere of innovation, flexibility, and trust. Often, in such environments, workers will carve their own niches, create their own job descriptions, negotiate their compensation levels in view of market levels and experience, and suggest their own career development.

7. Suggest some ways a manager can make changes in work designs so that employees are able to achieve greater work–life balance.

Students will come up with many creative work designs in order for employees to achieve greater work–life balance; however, it is important to discuss the drawbacks to each alternative in addition to the advantages. Students may discuss compressed work weeks, telecommuting, sabbaticals, flex-time, and job-sharing among their alternatives. It is important for them to note that some employees might find these options more stressful than a normal work week. Although not common, changes to routine can sometimes create higher levels of stress than a traditional work schedule; thus, it is of the utmost importance to tailor unique work designs to the needs of the specific employee when possible.

8. **Large U.S. companies such as Accenture, AOL, and Dell have outsourced customer service call centers to India. Customers use these call centers for help when they are having difficulty using the services provided by these companies. Many of the outsourced jobs at the call centers were entry-level jobs that had the potential to lead to higher-skilled jobs at those firms. Provide at least three ethical employment issues that managers who use offshore outsource suppliers in India or other low-labor-cost countries should be concerned about.**

Some students will agree that there are many ethical issues, and some students will see the logic in saving money where you can and see little ethical implications. Managers in the United States have strict labor laws and standards that protect certain employee rights. Other countries have different, often lower standards than the United States. This could cause ethical dilemmas across the firm if outsourced employees are not treated well. Outsourcing can also be detrimental to local economies and take opportunities away from local talent, making it hard to recruit from within the firm.

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You Manage It! 1: Ethics/Social Responsibility

Are Companies Exploiting College Students Who Have Unpaid Internships?

Critical Thinking Questions

1. Although it is illegal for profit-based companies to create unpaid internships that require college interns to perform primarily menial tasks, unfortunately this is happening with increasing regularity. What can students do to avoid the experience of having an unpaid internship that consists of mostly menial work with few opportunities to learn new skills?

Students' answers will vary. There are many ways that students may suggest handling this situation. Students may focus on the selection procedure with the understanding that good grades, strong networks, and a focused résumé may lead to better choices for interns. Also, students may share the idea of understanding the job duties and the responsibilities of the internship during the interview or shortly after accepting the position.

2. Does the university have a responsibility to ensure that a student's unpaid internship will be a legitimate learning experience that earns college credits toward graduation? How can the university ensure that a company provides the unpaid intern a legitimate learning experience while still giving the company the flexibility to deploy the unpaid intern in ways that are useful to the company?

Universities certainly have a responsibility to ensure that the student's internship is a legitimate learning experience. Based on the fact that the internship is unpaid, the university will need to be explicit with expectations for student involvement. The university and its representatives can articulate the elements of the internship position that are most beneficial for the student in achieving course credit for the experience.

You Manage It! 2: Emerging Trends

Work–Life Balance Is the New Perk Employees Are Seeking

Critical Thinking Questions

1. Which types of jobs are best suited for flexibility with regard to hours and office location? Which types of jobs are less likely to afford this type of flexibility? Explain.

Although many job types can be made more flexible than standard work arrangements, generally, "professional"-type jobs tend to be more amenable to creating flexibility. These jobs are generally salary-based and contingent on completing jobs/projects on some sort of self-directed schedule or timetable.

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2. Earlier in this chapter, you learned that most work in today's workplace is now being done by teams of employees. In your opinion, does the intensive use of self-managed teams make it easier or more difficult for employees to achieve work–life balance? Explain.

Opinions on this question will vary; however, self-managed teams create barriers and opportunities for employees to schedule meetings, prioritize tasks, and complete projects. Although the self-managed team does not subscribe to any organizationally defined meeting or work schedule, it can be difficult to arrange all of the personal preferences of several team members not working a traditional schedule.

You Manage It! 3: Technology/Social Media

Yahoo CEO Issues a Ban on Telecommuting for Employees

Critical Thinking Questions

1. Do you agree or disagree with the CEO's decision to ban employees from telecommuting at Yahoo? What is the basis of your position?

Students' answers will vary. Many students will probably disagree with the CEO's decision, citing that individuals are more motivated when they are allowed to work in the space that most satisfies them. However, other students will suggest that it is important for employees to be in the work setting on a daily basis so that creativity and innovation can be part of the conversation.

2. Critics of the decision to restrict telecommuting at Yahoo point to the poor financial and stock market performance of Yahoo in the years prior to this order, and they suggest that the CEO's motive was to impress investors by displaying more control over Yahoo employees. It is likely that the CEO expected—by mandating that employees be present in the office on a regular basis—that they would have more fortuitous conversations in the corridors of Yahoo that would likely lead to increased levels of innovation and new product development. Can you think of alternative ways that the company could engage employee innovation and creativity without restricting their freedom to work from home?

Students will be creative in their response to the question of alternative ways to engage innovation without giving up employee freedom to work at home. Some students may suggest that Yahoo could have leveraged the structure of virtual teams. Innovation and creativity can be a by-product of well-led virtual teams. Students may also point out that competitions for "best practices" often lead to creative ideas and innovation. Using contests and competition can be a useful motivator for innovation.

You Manage It! 4: Customer-Driven HR

Writing a Job Description

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Critical Thinking Questions

1. What do you see as the main differences between a specific job description and a general description?

The main difference is the level of specificity of tasks. The general description gives a broader picture and allows re-assignment to different jobs or tasks under the same job description. The specific description gives much more detail on the specific tasks that a specific job is expected to perform. It is much more rigid and less flexible than the general description.

2. Suppose several people are employed in the same job as the one for which you are writing a job description. Would it be necessary to write a different job description for each person who works in the same job?

It is not necessary to write separate job descriptions for each person. Job descriptions should be written to apply to all people who are in the same job. The description should be specific enough that the employees know what they are to do, but general enough to allow for the minor variations that individuals bring to the job.

3. Carefully follow the format for the "Specific Job Description" provided in Figure 2.6 when writing the job description for the job you selected. Make sure that you include in your job description the following elements: (1) job title and identification information, (2) job summary, (3) job duties and responsibilities, (4) job requirements, and (5) minimum qualifications. Check your work to make sure the style of your job description matches the example in the text as closely as possible.

Look for a full and complete job description that matches the style of the example in the textbook.

Additional Exercises

In-Class or Out-of-Class Group Activities

Implicit in this chapter is the view that organizational change is necessary for survival. However, organizational change often places individual employees under considerable stress, particularly the stress resulting from having to learn new skills and job requirements constantly. Is the organization ethically responsible for protecting employees from these stressful changes?

Although there may be differing views on this subject, let us suggest one answer that seems the most reasonable. When job loss occurs because of organizational change (or from economic downturn) it seems reasonable that the organization has an ethical responsibility to provide the employee *assistance* in handling and dealing

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with this stress. Successful programs would include outplacement services, severance packages to assist the employee during the transitional period, counseling services, and so forth. It is probably unreasonable to expect any organization to *protect* an individual from the stresses of life. However, it may also be reasonable to assume that the organization may have a stronger ethical responsibility to long-term employees who may be nearing retirement.

Many employees and union representatives complain bitterly about the practice of outsourcing work, particularly to foreign countries. Part of the complaint is that companies do this to avoid paying fair wages and providing employee benefits that U.S. workers expect. Is this an ethical issue?

Yes, this is an ethical issue. Any time you have a dilemma that pits financial considerations against questions of fair and appropriate treatment of people, you have an ethical question. As with most ethical dilemmas, there is not an easy answer to this one. On one hand you have the financial well-being of the company that is facing worldwide competition, and on the other hand you have the ability of workers to earn a decent wage and to gain reasonable benefits. If a company unilaterally decides to forgo outsourcing of this kind but then is forced out of business because of its competition's lower costs, has an ethical decision been made? Some would say yes; others would say no. Certainly, in a case where a company is very profitable and is not in danger of losing market share due to costs, outsourcing of this kind could easily be seen as unethical. Additionally, loss of U.S. jobs negatively impacts the economy, a topic that has received much attention in recent years. However, most cases are not this clear cut. Use this case as an example to help students understand the difficulties that company executives face in making these decisions.

When American Greetings Corporation, the Cleveland greeting card and licensing company, redesigned about 100 jobs in its creative division, it asked workers and managers to reapply for the new jobs. Everyone was guaranteed a position and no one took a pay cut. When the structuring is complete, employees will develop products in teams instead of in assembly-line fashion, and they'll be free to transfer back and forth among teams that make different products instead of working on just one product line, as they have in the past. Give some reasons that you think American Greetings, like many U.S. companies, is restructuring its work to be performed in teams. Would the teams at American Greetings be considered self-managed work teams? Why or why not?

Some reasons why American Greetings Corporation, like many other companies, is restructuring is (1) to align the organizational structure with its business strategy, (2) to pursue a TQM effort, (3) to examine complex issues such as the introduction of new technology, and/or (4) to move toward less dependence on supervisors and toward more leadership direction through teams. As companies move to flat and boundaryless organizations, teamwork is an imperative.

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Yes, these teams at American Greetings can be considered SMTs. They are responsible for producing an entire product. They are part of the organizational structure. Because they can transfer back and forth among teams, this indicates that American Greetings does most of its work through teams. Furthermore, it indicates that the team members are cross-trained in order to complete the different tasks assigned to the teams.

Why is it so difficult to predict whether a new employee will be a highly motivated employee? What factors can influence employee motivation?

It is difficult to predict because motivation is complex and has numerous sources, including the employee's needs and abilities, the characteristics of the job, the extent to which the employee values growth, the employee's goals, the characteristics of the organization, and the way the job is designed. Numerous factors influence employee motivation. These are revealed through the various motivation theories, including the two-factor, work adjustment, goal-setting, and job characteristics theories. Such theories suggest that jobs can be designed to increase motivation and performance.

Working individually or in groups, obtain copies of job descriptions for clerical positions at the college or university where you study, or the firm where you work. What types of information do they contain? Do they give you enough information to explain what the job involves and how to do it? How would you improve on the descriptions?

Based on our experience, it is very likely that at least some of the job descriptions will not contain all the information that is supposed to be there. Use this as an opportunity to discuss the problems that may be created by the missing information.

Experiential Exercise: The Instructor's Job Description

Purpose: The purpose of this exercise is to give you experience in developing a job description by developing one for your instructor.

Required Understanding: Students should understand the mechanics of job analysis and be thoroughly familiar with the job analysis questionnaires.

How to Set Up the Exercise/Instructions: Set up groups of four to six students for this exercise. As in all exercises in this book, the groups should be separated and should not converse with each other. Half the groups in the class will develop the job description using the job analysis questionnaire, and the other half of the groups will develop it using the job description questionnaire. Each student should review his or her questionnaire (as appropriate) before joining his or her group.

1. Each group should do a job analysis of the instructor's job: half the groups (to repeat) will use the job analysis questionnaire for this purpose, and half will use the job description questionnaire.

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2. Based on this information, each group will develop its own job description and job specification for the instructor.
3. Next, each group should choose a partner group, one that developed the job description and job specification using the alternate method. (A group that used the job analysis questionnaire should be paired with a group that used the job description questionnaire.)

Finally, within each of these new combined groups, compare and critique each of the two sets of job descriptions and job specifications. Did each job analysis method provide different types of information? Which seems superior? Does one seem more advantageous for some types of jobs than others?

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