

fication.

criptions? Why or

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ions for clerical posi-
ere you work. What
information to explain
e on the description?
b description for your
velop a job specifica-
r groups. Were there
he differences?
ok (pages 726–735)
on exam needs to have
gic Management,
groups of four to five
ntify the material in
ndix lists; (3) write four
ve would be suitable
someone from your
udents in other teams

o in developing a job de-

s of job analysis and be
gures 4-3 and 4-4 and the

ir to six students for this
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b: Half the groups will use
ose, and half will use the

wn job description and job

hat developed the job de-
od. (A group that used the

job analysis questionnaire should be paired with a group that used the job description questionnaire.)

4. 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?

APPLICATION CASE

Tropical Storm Wilma

In August 2005, tropical storm Wilma hit North Carolina and the Optima Air Filter Company. Many employees' homes were devastated, and the firm found that it had to hire almost three completely new crews, one for each of its shifts. The problem was that the "old-timers" had known their jobs so well that no one had ever bothered to draw up job descriptions for them. When about 30 new employees began taking their places, there was general confusion about what they should do and how they should do it.

The storm quickly became old news to the firm's out-of-state customers, who wanted filters, not excuses. Phil Mann, the firm's president, was at his wits' end. He had about 30 new employees, 10 old-timers, and his original factory supervisor, Maybelline. He decided to meet with Linda Lowe, a consultant from the local university's business school. She immediately had the old-timers fill out a job questionnaire that listed all their duties. Arguments ensued almost at once: Both Phil and Maybelline thought the old-timers were exaggerating to make themselves look more important, and the old-timers insisted that the lists faithfully reflected their duties. Meanwhile, the customers clamored for their filters.

Questions

1. Should Phil and Linda ignore the old-timers' protests and write up the job descriptions as they see fit? Why? Why not? How would you go about resolving the differences?
2. How would you have conducted the job analysis? What should Phil do now?

CONTINUING CASE

Carter Cleaning Company

The Job Description

Based on her review of the stores, Jennifer concluded that one of the first matters she had to attend to involved developing job descriptions for her store managers.

As Jennifer tells it, her lessons regarding job descriptions in her basic management and HR management courses were insufficient to fully convince her of the pivotal role job descriptions actually played in the smooth functioning of an enterprise. Many times during her first few weeks on the job, Jennifer found herself asking one of her store managers why he was violating what she knew to be recommended company policies and procedures. Repeatedly, the answers were either "Because I didn't know it was my job" or "Because I didn't know that was the way we were supposed to do it." Jennifer knew that a job description, along with a set of standards and procedures that specified what was to be done and how to do it, would go a long way toward alleviating this problem.

In general, the store manager is responsible for directing all store activities in such a way that quality work is produced, customer relations and sales are maximized, and profitability