

IN-CLASS EXERCISE FOR JOB DESIGN: DOING JOB ENRICHMENT

Purpose: To allow you to practice job enrichment; to compare your results to a consultant's actual solution, and to increase your sensitivity to the many practical issues that a manager must be prepared to face when implementing job enrichment as a job design strategy.

Time: 50 minutes

Procedure:

1. Working individually or in your assigned group, use the principles of the job characteristics model to develop a list of changes that could enrich the position described here. Use the following guidelines for this task:
 - a. Approach the job with the conviction that it *can* be changed.
 - b. Brainstorm a list of possible changes *without* regard to their practicality.
 - c. Screen the list to *eliminate*
 - 1) Suggestions involving hygiene factors.
 - 2) Generalities that fail to represent substantive change directions (e.g., "give them more responsibility").
 - 3) Suggestions that represent horizontal rather than vertical loading.
 - 4) Technological impossibilities.
2. Once you have a list of suggestions for doing job enrichment, be prepared (or designate someone in your group) to report these ideas to the rest of the class.
3. The instructor will record your suggestions on the chalkboard and use them as a basis for further discussion on the job enrichment concept. Since this is a real case, he or she will provide you with the consultant's actual recommendations. These will stimulate additional discussion.

Position Description:

<i>Title</i>	Stockholder Correspondent
<i>Location</i>	Company Headquarters
<i>Duties</i>	Working in the assigned location, a stockholder correspondent will answer letter inquiries received from stockholders requesting information on such things as stock transfer procedures, dividend policies, purchases, or dispositions, and so on. The correspondent will <ul style="list-style-type: none">◆ Receive inquiries assigned by the supervisor in a quantity sufficient to meet the standard daily production quota.◆ Match each inquiry with standardized responses catalogued in a loose-leaf binder according to type of request.◆ Draft letter responses to the inquiries based on the standardized format.◆ Submit completed letter drafts to the typing pool for final preparation and eventual transmittal to the supervisor for proofreading, signature, and mailing.◆ Correct any letters previously drafted and found inappropriate or incorrect by the supervisor.◆ Refer back to the supervisor for assignment to a specialist those unique inquiries that fail to fit a standardized response.◆ Ask the supervisor for assistance on any especially difficult inquiries.◆ Perform additional duties as assigned by the supervisor.

Taken from Schermerhorn, Hunt and Osborne, *Instructor's Resource Guide*, pp.159-160. This exercise was originally developed from ideas presented in Frederick Herzberg "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, Vol. 46 (Jan-Feb 1968), pp.53-62.