

**IENG 450 INDUSTRIAL MANAGEMENT
PROBLEM SET III**

1. Describe the significance of “staffing” in technical organizations. State the steps in effective staffing.
2. Outline the steps a large high-technology organization takes to identify its plan for personnel acquisition for the next year. (Hint: hiring technical professionals and managers)
3. What shall a curriculum vitae (resumé) contain? What must a good cover letter include?
4. Suppose that there is an engineering position available at Microsoft Turkey. Prepare a resumé of your qualifications with a cover letter.
5. Why is orientation an important part of the staffing process?
6. Describe a performance appraisal technique or form which you are familiar, and assess its strengths and weaknesses.
7. Define “formal authority”. Describe the formal authority in corporations.
8. What are the five sources of “power”. Briefly explain each.
9. Explain the concepts of “assignment”, “delegation of authority”, and “accountability”.
10. Identify the function of a committee. State the reasons of using committees.
11. What are the problems with the committees? How we can make the committees to work effectively?
12. What do you see as the essence of leadership? State the differences between a leader and a manager.
13. What are the important leadership traits and behaviors? Suggest some personal traits that you believe would be useful to a leader.
14. Sketch the leadership grid and describe the concerns of managers at each level.
15. Describe the four approaches of a leader in decision making. (Hint: involvement of non-managers in decision making)
16. What is motivation? How does effective managing take advantage of, and contribute to motivation?
17. To what extent, and how, is money an effective motivator?
18. What motivates you in striving toward excellence in your work at the university?
19. What is controlling? Briefly explain the steps in the control process.
20. Describe the two mechanical process control methods by giving examples.
21. What are the three perspectives on the timing control. Briefly explain by giving examples.
22. What does a balance sheet and an income statement show? When does each should be prepared?

23. Describe what the assets and liabilities are of a company and what they are consisting of.
24. Hytek Corporation ended 2009 with cash of \$50,000, accounts receivable of \$100,000 and inventory of \$300,000. Property, plant and equipment were valued at their original cost of \$470,000, less accumulated depreciation of \$170,000. Current liabilities other than income taxes owed were \$120,000, and long-term debt was \$250,000. Stockholders' equity consisted of (i) \$90,000 capital stock investment and (ii) accumulated retained earnings, which had totaled \$130,000 at the end of 2008.

Net sales for 2009 were \$900,000. Expenses included \$500,000 cost of goods sold, \$50,000 allowance for depreciation, \$85,000 selling expense, and \$65,000 general and administrative (G&A) expense. Interest income and expense were \$5,000 and \$25,000, respectively, and income taxes for the year (unpaid at year's end) were \$80,000. Dividends of \$20,000 had been declared, but not paid at year's end.

Prepare a balance sheet and an income statement reflecting these figures.

25. Use the output of question (24) to calculate the eight financial ratios of the below table. Comment of the values you obtain.

Ratio	
Liquidity ratios	
Current ratio	$\frac{\text{Current assets}}{\text{Current liabilities}}$
Acid test ratio	$\frac{\text{Current assets} - \text{inventory}}{\text{Current liabilities}}$
Leverage ratios	
Debt-to-assets ratio	$\frac{\text{Total debt}}{\text{Total assets}}$
Activity ratios	
Inventory turnover	$\frac{\text{Cost of goods sold}}{\text{Inventory}}$
Asset turnover	$\frac{\text{Net sales}}{\text{Total assets}}$
Accounts receivable turnover	$\frac{\text{Net sales}}{\text{Accounts receivables}}$
Profitability ratio	
Profit margin	$\frac{\text{Net income}}{\text{Net sales}}$