

IENG 450 (INDUSTRIAL MANAGEMENT)

PROBLEM SET II

1. What is an organization?
2. What are the legal forms of an organization? Explain each briefly.
3. What are advantages and disadvantages of sole proprietorship, partnership and corporations?
4. What is departmentalization? What are different types of departmentalization? Explain each. Under what conditions might each of the following departmentalization structures be preferable?
 - a) Functional,
 - b) Geographic,
 - c) Customer,
 - d) Product, and
 - e) Process.
5. Define the term “span of control”.
 - a) Draw a four-level organization chart (CEO, Manager, Intermediate Manager, and Worker) where the span of control is five.
 - b) Calculate the number of;
 - i. The number of relationships of direct single type the supervisor could possibly engage into (n),
 - ii. The number of interactions between subordinates (cross relationships) he has to monitor $[n(n-1)]$,
 - iii. The number of relationships for a manager with n subordinates $n[2^{(n-1)} + (n-1)]$
6. What is the current trend in span of control? What are the key points of this trend?
7. What are the factors determining effective spans?
8. Unilever, the Anglo-Dutch multinational corporation, has a top-management team consisting of the chairperson and six vice chairpersons grouped into functional areas: personnel, finance, commercial, research, marketing, and treasurer. Under the commercial division, Unilever has product groups: food and drinks, detergents, frozen products, chemicals, personal products, agribusinesses, and edible fats and dairy products. Moreover, as Unilever is multinational company, its marketing department has geographic regions: Europe, East

Asia and the Pacific, North America, Latin America, and Central Asia. Draw the organization chart for Unilever. State the departmentalization type at each level.

9. Describe the significance of “staffing” in technical organizations. State the steps in effective staffing.
10. 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)
11. What shall curriculum vitae (resumé) contain? What must a good cover letter include?
12. Suppose that there is an engineering position available at Microsoft Turkey. Prepare a résumé of your qualifications with a cover letter.
13. Why is orientation an important part of the staffing process?
14. What is job offer letter? What are the information included in job offer letter?
15. Describe a performance appraisal technique or form which you are familiar, and assess its strengths and weaknesses.
16. Define “formal authority.” Describe the formal authority in corporations.
17. What are the five sources of “power”? Briefly explain each.
18. Explain the concepts of “assignment,” “delegation of authority,” and “accountability.” Draw its model and discuss the direction of communication in each.
19. Identify the function of a committee. State 6 reasons of using committees.
20. What are the problems with the committees?
21. How we can make the committees to work effectively?
22. What do you see as the essence of leadership? State the differences between a leader and a manager.
23. What are the important leadership traits and behaviors? Suggest some personal traits that you believe would be useful to a leader.
24. Sketch the leadership grid and describe the concerns of managers at each level.
25. What are the guidelines of Ohio state and Michigan state studies of leadership?
26. Describe the four approaches of a leader in decision making. (Hint: involvement of non-managers in decision making)
27. What is motivation? How does effective managing take advantage of, and contribute to motivation?
28. Define following motivational theories:

- a) Maslow's hierarchy of needs
- b) Theory X and theory Y
- c) Two factor theory
- d) Equity theory
- e) Expectancy theory