

**Assignment 3**

**Question** # **3.1**

Which type of organizational structure is best suited for developing a new product which requires a **high level of specialization** in several functions and the **time** to market represents a critical factor?

I think that the best approach for developing a new product is by forming a concurrent team, and the steps to be taken are as follows:

1) Choosing team members of high specializations in the major functions.

2) Defining objectives.

3) Allocating budget for the mission.

4) Setting timelines

**Answer**: **Functional organization**:

* Functional is highly specialized
* Each department is highly skilled as all specialists are grouped together
* It is best for new products and small firms, oldest and easiest to manage
* Good for new products
* Decision making is fast and of high quality

**Question** # **3.2**

A materials manager suspects that the quality of work being done within his department was steadily deteriorating. He wanted to introduce a program of change to improve quality. What steps should he take?

To ensure an increase of quality in the department, the material manager should adapt these set of moves:

1. Form a quality improvement team which consists of high experienced members in materials major.
2. Define objectives for the team to be met
3. Allocate budget and set time line constraints
4. Inspect of errors resources and wastage and find ways to correct them
5. Monitoring and controlling of departments and ensuring smooth workflow

**Answer**: He needs a **quality improvement team** or a **quality circle**

Together with this team, they can

* Identify potential causes of the poor quality using TQM tools like fishbone diagrams and pareto charts
* Restate goals and objectives of organization
* Identify most important causes
* Plan a strategy to reduce cause
* Analyze, evaluate and implement measures
* Do appraisals or even audits may be helpful too

**Question # 3.3**

The company has recently concluded a multimillion dollar contract to supply products to a third‐world country. The first elite group of engineers from that country has just completed a two‐month training course on maintenance and operations. The training manager reported that the level of skill and knowledge of that country was so low that no amount of training would ever enable them to properly operate and maintain the products in questions. “It might be better for that country to buy a less sophisticated product from the company’s competitor.” the training manager suggests. What should the company do?

Organizational Goals Each and every organization has a specific goal of expanding its business beyond the boundaries of the country. The organizations which are dealing with multinational country`s are known as the multinational organization. This ki... view the full answer

**Question # 3.4**

Six months ago, the company hired an engineer for his expertise in hydraulic drives, based on a product development plan with a forecast for needing this expertise. Market conditions have suddenly changed in favor of sophisticated electric drives. The engineer involved turns out to be very good in his area of specialization. But it is difficult to retrain him for other assignments in the company. Should the company discharge this engineer?

The company could find other duties in which this engineer can apply his knowledge or according to the other needs of the company, the relation that this needs may have with his... view the full answer

**Question # 3.5**

The company has been making most of its sales to a few large customers. The company president wishes to broaden its customer base. To do so may require a change of company culture, its product line strategy, its marketing/sales program, and its service organization. How should he go about making the required changes?

Answer 3.5) In case of Product line strategy: A company can offer mid-range, low-end and high-end pricing to its customers so that they can understand that different products will have different values. A Comany can encourag... view the full answer

Since broaden the company customer base may require changes in the company culture, the product line strategy, marketing and sales programs, and the service organization, the president should form a cross-functional team that includes different experts from the different departments (marketing, service, design). Then the team should make a market research, define the customers needs and volume, and according to it the team could identify the required changes. By forming a cross-functionl team, the president will benefit very well because the required changes are going to be done in a short time.

**Question # 3.6**

The company is considering a plan to upgrade its current product line. The cost of product upgrade is high. There is a small company which has developed the technology required for this product upgrade. What strategy should the company follow, if it wants to continue selling into its current market with the new upgraded product?

an individual Use technology to enhance your operations Web-based procedures enable you to considerably enhance generally the way you work your current own enterprise. You're a fantastic consumer if you usually usually are looking to be able to be ab... [**view the full answer**](https://www.chegg.com/homework-help/questions-and-answers/company-considering-plan-upgrade-current-product-line-cost-product-upgrade-high-small-comp-q35382308)

**Question # 3.7**

As the company’s sales are coming down unexpectedly, the president asks you to chair a task force with the objectives of developing solutions to correct the situation. Who do you want to be on this task force? How should this problem be resolved?

The team should comprise of Product marketing team, The Sales team, Finance team. The factors which I would like to ... [**view**](https://www.chegg.com/homework-help/questions-and-answers/question-37--company-s-sales-coming-unexpectedly-president-asks-chair-task-force-objective-q34173656)

I want to form a cross-functional team for this task force because the different majors of the team member will help in studying the situation very well and understand it better to correct it probably and effectively. The task force is going to solve this problem by finding its root and solve them.

**Question # 3.8**

A loyal and high volume customer has warned the company’s Marketing department that Project X is extremely critical to their need and that if this project is late, they may be forced to buy elsewhere. The project manager knows that the best estimates available to date from various in‐house groups indicate that at the current rate of progress the Project X will be late by about 6 months. What should the project manager do?

Answer 3.5) In case of Product line strategy: A company can offer mid-range, low-end and high-end pricing to its customers so that they can understand that different products will have different values. A Comany can encourag... view the full answer

**Question # 3.9**

Steve Lee, the Engineering Manager, delegates tasks as a good manager should. However, Mark Hayes, the Engineering Director, has the bad habit of calling up Steve unexpectedly to get detailed reports on various ongoing activities in Steve’s department. Steve does not want to hold daily staff meetings in order to satisfy Mark’s information needs, because Steve is quite certain that requiring his professional staff to make daily reports will definitely upset them, as all of them are known to prefer independence. What should Steve do?

In this case, delegating the task is not going to be the right thing to do because

1. As a good manager Steve should not delegate a task that is given to him by his boss because sooner or later, this will put him in a bad situation with the boss and this is going to threaten his position since he is the only person who is accountable
2. If he delegates it to one of the professional staff, he is going to make a disturbance on accomplishing the department’s activities. Furthermore, he is going to add one more communication layer then the reports are not going to be accurate because the more he adds layers the more “lost on translation will occur”

So that he had to look for other solution, and forming a new reporting system could be a good one. The idea of this new system is to list the ongoing activities in the department on a computer that is accessible by both the staff, where they can report when any one of the activities is done or delayed, and the manager, where he can follow everything and then is going to call them when need be.

Answer – Steve should specialize his staff in a special meeting weekly where they canoffer a weekly report of what critical task has be done. Provide a list of possible prioritiesto be completed in short term. Steve have to give an election between offering thedelivery of a daily report with an effective framework of activities important to theengineering director or the weekly meeting on a specific moment of the day. Steve asmanager has the power to delegate that task to his staff with specific instruction of whathe want in the document so he can keep the director updated.

**Question # 3.10 (There is no Question 10) na**

**Question # 3.11**

In an organization offering dual‐ladder career progression system, technically trained people may opt to progress along a technical ladder, instead of the traditional managerial ladder. How does it work?



Dual ladder is the career progression system for individuals with highly specific skills ( technical skills or the like) which rise in their own vocation in the organisation without being placed in a supervisory or manager... [**view the full answer**](https://www.chegg.com/homework-help/questions-and-answers/question-311-organization-offering-dual-ladder-career-progression-system-technically-train-q34456488)

In my view having dual ladder career progression system will works in favour of both employee and employer. Companies create dual ladder career progression systems only considering there wi... [**view the full answer**](https://www.chegg.com/homework-help/questions-and-answers/organization-offering-dual-ladder-career-progression-system-technically-trained-people-may-q39885380)

**Question #3.12 cancelled**

**Question #3.13**

Once the functional manager and project manager agree on a project schedule, who is responsible for getting the work performed? Who is accountable for getting the work performed? Why the difference, if any?

Answer – One the functional manager and project manager agree on the project schedule, the project manager is responsible for getting the work performed and the functional manager is accountable for getting the work performed. The project manager is responsible for end to end

delivery of the project, and would ensure that project tasks start on the right time, all the pre requisites and infrastructure are available and people know what they have to do. He would alsobe tracking project progress and would be responsible for ensuring that the tasks, activities and work has been completed as per plan and schedule. On the other hand, the functional manager is more concerned about the effectiveness of the work and the quality of the work that is performed, as he would be responsible for ensuring that right skilled and trained people are ableto deliver functionally and technically what is responsible from the functional department. The functional manager would hence be accountable for the quality and effectiveness of the deliverables, and ensuring that the activities being performed by the functional team members are being done in an effective manner.

**Question # 3.14**

Because of the individuality of people, there always exits differing views of what project management is all about. Below are lists of possible perspectives and a selected group of people. Match the people with their views of project management.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  | a. | A threat to established authority |
|  |  | b. | A source of future general managers |
| 1. | Upper‐level managers | c. | A cause of unwanted changes in ongoing procedures |
|  |  | d. | A means to an end |
|  |  | e. | A significant market for their services |
| 2. | Project managers | f. | A place to build an empire |
|  |  | g. | A necessary evil to traditional management |
|  |  | h. | An opportunity for growth and advancement |
| 3. | Functional managers | i. | A better way to motivate people toward an objective |
|  |  | j. | source of frustration in authority |
|  |  | k. | A way of introducing controlled changes |
| 4. | Project team members | l. | A means of coordinating functional units |
|  |  | m. | A means of deep satisfaction |
|  |  | n. | A way of life |

**Question # 3.15 Cancelled**

**Question # 3.16**

Some people feel that working as a team, instead of allowing experts to produce more creative outcomes, actually resulted in watered‐down compromises and bland solutions. They view teamwork as a series of exercises in “sharing ignorance.” Do you agree or disagree and why? What can be done to improve the technical qualities of the team outcomes?

I think there should be not just a team. A team should have leader. If the team is having members of the same intellectual level or same ranks, they won't agree with one another. Each team member will be having a different opinion. So, if there were ... view

The concern about the watered-downed outputs of teams is real. Team members of different background and expertise may indeed have different opinions, which often force the team members to compromise. It is quite true that sometimes the v... [**view the full answer**](https://www.chegg.com/homework-help/questions-and-answers/1-people-feel-working-team-instead-allowing-experts-produce-creative-outcomes-actually-res-q40038373)

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| State | ♫ | ♫ |  |  | ♫ |  | ♫ |  | ♫ |  |  |  | ♫ |  |  |  |

Question 10 - In an organization offering a dual-ladder career progressionsystem, technically trained people may opt to progress along a technical ladder insteadof the traditional managerial ladder. How does this work? (Figure 3.11)Answer – This type of progression is applicable commonly in the engineering fields. Isa great way of advance for employees with great technical skills and abilities to grow upout of the supervisory and management. It is important progression for companies wholike to keep with talent individual of importance to the business success. This allow theopportunity to expand the career and encourage the employees to constantly developtheir skill and support the company objective. For this the organization must establishsome parameters like: (1) A range of salary of the escalated position (2) skills andabilities to be evaluated (3) Range of skills acquire to level up (4) a good job descriptionto know how to advance (5) Equal right in position/salary benefits.

Question 12: Cancelled

Question 15 Cancelled