Bus 304 Engineering Management – Mid Term – Weeks 1 through 5

1. Comments have been made as to the positive and negative aspects of Frederick

Taylor’s teachings. Give 2 positive comments on the teachings and discuss.

**One aspect of Taylors teachings that were a positive was the concept of paying the employees more for getting more than expected done. This was beneficial to both parties since the employer got to see an increase in production and the employee could see more pay for working harder and more efficiently. Before this employees had no incentive to generate more than what was expected for them to produce in a day since that would just move the yard stick. Taylor also improved efficiency by breaking down the work being done and devising a plan to minimize movements and time wasted. By creating a standard of how the job was to be done and then teaching each employee this method it increased efficiency of the worker since now they all could work at peak efficiency.**

2. What have we learned from classical management thinking? Give 3 items

**A manager whether they are an engineering manager or not is a figurehead and leader and needs to act as a liaison for their department to other departments. A manager is responsible for handling disturbances that arise for those under them so that they are free to do the work they were hired to do. Organizational skills are important for proper management, being able to budget your time correctly so that you can get everything done and direct others to do things that can be done by them.**

3. How would you distinguish between engineering management and management in

General.

**Management in general is the organization and directing of the business and objectives for the employees and doesn't specify any technical skill or expertise. Whereas engineering management includes the direction of and use of technical skills along with the general management. An engineering manager is expected to be able to oversee and guide engineers with an in depth understanding of the technical aspects.**

4. Herzberg states job enrichment seeks to make work more meaningful and give employees more control over their work. Discuss the negative responses of the blue-collar production worker toward this initiative. Why do you think workers have this attitude? Why do technical professionals have a positive response?

**In general, blue-collar workers were satisfied with the work they were doing and tended to be more preoccupied with hygiene factors of their job. They want more pay better conditions and less restrictive rules but are not looking for challenge or ownership in their job. They have this mindset because to them work is work. A job is not something you enjoy it’s something you need to so they want to get it done with as little effort as possible so they can then go about their lives and do the things they want to do. I have known many people in my life with this mentality they say it doesn’t matter if I like my job I never will no matter what I do so as long as I make enough to pay my bills and do what I want outside of work I am good.**

**Technical professionals on the other hand have found a career that interests them and they are focused on doing well. You generally don’t spend 4 years learning to be an engineer to not want to do that work you will usually have people drop out or change majors before they get to that point if they do not like it. This leads to them being more invested in the work they are doing and prefer to have a job that is challenging and rewarding. Since these are the reasons they became technical professionals in the first place providing more opportunities for that is seen as a positive thing.**

5. Jim Collins, author of book “Good to Great”, outlines 12 leadership principles for companies that move from “Good to Great” in chapter 3. List three that could apply to technical professionals and discuss the reasons you selected them.

**Greatness was not a function of circumstance; it was clearly a matter of conscious choice. This can be applied to technical professionals easily because in anything you do greatness can be a choice. You can choose to work harder learn more and develop or you can choose to be good enough and coast. Especially when it comes to a technical professional things are constantly changing and evolving and you can choose to keep up or not.**

**Good-to-great management teams consisted of people who debate vigorously in search of the best answers, yet who unified behind decisions, regardless of parochial interests. Being a technical professional you will constantly be in situations where you are looking for the best answer. Whether it be the best way to milk a cow or the best way to build a tire you are there to solve problems. Nobody can know all things so it is important to be able to work with others you may have expertise in other fields than you so you can truly find the best answer.**

**Good-to-great transformations did not need any new name, tagline, or launch program. The leap was in the performance results, not a revolutionary process. Many times for a technical professional we will be looked to in these situations to provide performance results. Marketing can help a company at times with a great new ad campaign but generally outperforming competitors is the best way to secure business. Not only is this handy in getting more business but being effective in performance in all things saves time and money.**

6. Under what one to two conditions might each of the possible organizations structures should a firm consider; a) functional, b) geographic, c) customer focus, d) product?

**A.) As you spend more time away from your business trying to grow it and you need to allow others to take on more responsibility in your business it is the time to consider functional departmentation.**

**B.) Geographic should be considered when your business is dealing with possible differences in culture for different regions. This will allow people of that region who know the ins and outs of it to make decisions based on that knowledge.**

**C.) When the type of customer is the most important consideration is when you want to consider a customer focus organization structure. An example would be creating weapons systems for the U.S. Department of Defense.**

**D.) Product should be considered when the equipment needed is extremely expensive, immobile, or critical that it must be operated centrally. Computing used to be an example of this when a mainframe computer was extremely expensive. Or if there is a very large number of people that all much perform similar routine tasks, which is becoming increasingly less common today.**

7. What changes in potential organization structures might you expect as a result of the information revolution?

**Organizations will become flatter as the ability to move information from the top to the front line and back becomes quicker and cheaper. Layers of management that were in an organization to accelerate the flow of information in the past will slow it and be removed. There will be fewer support staff as information technology allows people to manage more things on their own. Business structures will migrate more toward partnership/outsource models for non-core-related activities. Finally, decision making will be pushed out of central offices down to front-line employees as the rate of change around new products, partnering, and customer focus accelerates.**

8. You have begun a small, but growing business. What advantages and disadvantages should you consider before changing it from a sole proprietorship to a corporation? Explain the differences.

**It is more difficult and expensive to organize a corporation, but the main disadvantage is that corporate income is taxed twice: once as a corporation income tax the year the profit is made, and again as personal income tax when the after-tax profit is distributed as dividends. It is easier to raise money, transfer ownership, and change management.**

9. Your company has grown to over 30 engineers and support people working on various projects in six states, the HR department has asked about compliance needs with the Civil Rights Act of 1964. You need to respond as CEO. What are the seven types of business does this act have jurisdiction over.

**All private employers in interstate commerce who employ fifteen or more employees for twenty or more weeks per year. State and local governments also fall under the jurisdiction of the Civil Rights Act of 1994. Private and public employment agencies, including the U.S Employment Service. Joint labor-management committees that govern apprenticeship or training programs. Labor unions having fifteen or more members or employees. Public and private educational institutions. Foreign subsidiaries of U.S organizations employing U.S citizens.**