

CASE CERAMICO

PRINCIPLES OF MANAGEMENT AND ORGANIZATION

Ms. Raku made pottery pots in the basement of her home. This involved a number of different tasks: preparing the clay (arcilla), forming pots, prepare and apply varnish, and cook the pots in the oven. Coordinating all these activities presented no problem: she did all by herself..

The problem was her ambition and the attractiveness of her stuff: orders exceed production capacity. So she hired Ms. Bisque, who was eager to learn pottery making. This meant for Ms. Raku the need to divide her work. As in the craft stores wanted the pots made by Ms. Raku, it was decided that Miss Bisque should prepare the clay and glazes, while she would do the rest. All this required a coordination of work: a small problem, in fact, with only two people in the study of ceramics, they just communicated in an informal way.

The arrangement worked well, so before not too long, Ms. Raku was again overflowing with orders. She needed more assistants. This time, foreseeing the day when they come to make pottery pots themselves, Ms. Raku decided to hire graduates from the local school of pottery. Thus, while trained Miss Bisque had taken some time, the three new assistants knew exactly what to do from the beginning and fitted perfectly. Even with five people, coordination was not a problem.

However, when they joined two new assistants, coordination problems began. One day Miss Bisque tripped over a bucket of paint and broke five pots, another day Mrs. Raku opened the oven and found that the pots had been painted all in a wrong way. At this point she realized that seven people in a small ceramics studio could not coordinate all their work by the simple device of informal communication. To make matters worse, Ms. Raku, now titled himself president of Ceramics SA, had to spend more and more time with customers, in those days it was much more common to see well-dressed than in working suit. Therefore, Ms. Bisque was choosed as director of the study, with the mission to take full responsibility for supervision and coordination of the five workers of pottery.

The company continued to grow. New and important changes happened when they hired a task analyst, who recommended that each person made just an activity for a line of products (pots, trays, pots and ceramic animals), the first kneading, the second created the form, the third styling, etc.. Therefore, the production was

divided into four processing lines. Each person followed a set of normalized instruction, designed in advance to ensure coordination of all his work. Certainly Ceramics Inc. stopped selling at craft stores, Ms. Raku only accept large orders, most of whom were from chain stores

The ambition of Mrs. Raku was boundless, and when he had the opportunity to diversify, so she did. First, ceramic tiles, then sanitation for bathing, and finally ordinary bricks. The company was divided into three divisions: consumer, industrial nad building products. From her office on the 55th floor of the tower of pottery, Raku Ms. coordinated the activities of the divisions to review their results each quarter and acting personally when the sales figures and profits down from the budgeted. One day, while sitting at his desk reviewing budgets, glanced at the surrounding skyscrapers and decided to change the name of your company: CERAMIC

Later, in her mature years, when Mrs. Raku left her office to preside the opening ceremony of the greater CERAMIC factory, she slipped on his stick, and fell in the mud. Her sense of disgust for having stained her dress was suddenly replaced by a deep nostalgia: she realized it was his first contact with the earth since her days in the study. Then she realized that make pots was more important than making money. And so the organization adopted a new mission: the realization by hand of beautiful hand, but still functional pots, and developed a new structure to reflect this new concept. In her last act as president, Ms. Raku changed again the name of the organization: POTTERS OF THE EARTH.

Issues to be resolved:

- 1) describe the organizational principles that appear in each of paragraphs
- 2) What is the reason that coordination problems arise when participants are added? What is the solution to this problem?
- 3) How was the company changing sequentially ? What actions were necessary for the organization to experience a growth?
- 4) Taking into account a) The departmentalization by product: In how many departments Ms. Raku divided the production?, b) The departmentalization by process: how tasks are grouped?
- 5) brief conclusion of the future organization