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Functional design organizational structure

the project about us guestbook contact Types of Organizational Designs This section is presented by: Adam Garcia Organizational designs fall into two categories, traditional structure, and divisional structure. Contemporary designs would include team structure, matrix structure, project structure, boundaryless organization, and the learning organization. I am going to define and discuss each design in order to give an understanding of the organization, wide spans of control, centralized authority, and little formalization. This type of design is very common in small start up businesses. For example in a business with few employees the owner tends to be the manager and controls all of the functions of the business and don't just focus on one job creating little if any departmentalization. In this type of design there are usually no standardized policies and procedures. When the company begins to expand then the structure is defined as a design that groups similar or related occupational specialties together. It is the functional approach to departmentalization applied to the entire organization. Revlon, Inc. is organized around the functions of operations, finance, human resources, and product research and development. Visit Revlon, Inc. is organized around the functions of operations, finance, human resources, and product research and development. Within one corporation there may be many different divisions and each division has its own goals to accomplish. A manager oversees their division and is completely responsible for the many different division and each division has its own goals to accomplish. A manager oversees their division and is completely responsible for the many different division and each division has its own goals to accomplish. A manager oversees their division and is completely responsible for the many different division and is completely responsible for the many different division and each division has its own goals to accomplish. by its divisions such as Wal-Mart Realty, Wal-Mart Inc. at www.walmart.com II. Contemporary Designs 1. Team Structure A team structure is a design in which an organization is made up of teams, and each team works towards a common goal. Since the organization is made up of groups to perform the functions of the company, teams must perform well because they are held accountable for their performance. In a team structured organization there is no hierarchy or chain of command. Therefore, teams can work the way they want to, and figure out the most effective and efficient way to perform their tasks. Teams are given the power to be as innovative as they want. Some teams may have a group leader who is in charge of the group. Whole Foods Market, Inc. is structured entirely around teams. Each store composed of an average of 10 self-managed teams with a designated team leader, and the team leaders in each store are a team -called store team. Visit Whole Foods Market, Inc at www.wholefoodsmarket.com 2. Matrix Structure A matrix structure is one that assigns specialists from different functional departments to work on one or more projects. In an organization there may be different functional departments to work on one or more projects. In an organization there may be different functional departments to work on one or more projects. In an organization there may be different functional departments to work on one or more projects. has the duty of allocating all the resources needed to accomplish the project. In a matrix structure those resources include the different functions of the company such as operations, accounting, sales, marketing, engineering, and human resources. Basically the project manager has to gather specialists from each function in order to work on a project and complete it successfully. In this structure is an organizational structure in which employees continuously work on project structure is an organizational structure in which employees don't go back their departments. They continuously work on projects in a team like structure. Each team has the necessary employees to successfully complete the project. Each employee brings his or her specialized skill to the team. Once the project is finished then the team moves on to the next project. Previously known as Oticon Holding A/S, William Demant Holding A/S has no organizational departments or employee job titles. All work activities are project based, and these project is completed, employees move on to the next one. Visit William Demant Holding A/S at www.demant.com 4. Autonomous Internal Units Some large organizations have adopted this type of structure. That is, the organization is comprised of many independent decentralized business units, each with its own products, clients, competitors, and profit goals. There is no centralized business units, each with its own products, clients, competitors, and profit goals. There is no centralized business units, each with its own products, clients, competitors, and profit goals. operating in more than 140 countries around the globe. The whole operation is managed by just eight top executives at headquarters in Zurich, Switzerland, but each individual company has its own products, resources, and so on. Visit Asea Brown Boveri at www.abb.com 5. Boudaryless Organization A boundaryless organization is one in which its design is not defined by, or limited to, the horizontal, vertical, or external boundaries imposed by a predefined structure is no boundaries to deal with such as chain of command, departmentalization, and organizational hierarchy. Instead of having departments, companies have used the team approach. In order to eliminate boundaries managers may use virtual, modular, or network organization work is outsourced when necessary. There are a small number of permanent employees, however specialists are hired when a situation arises. Examples of this would be subcontractors or freelancers. A modular organization is one in which manufacturing is the business. This type of organization has work done outside of the final product. When all the pieces are done, the organization then assembles the final product. A network organization is one in which companies outsource their major business functions in order to focus more on what they are in business to do. ChevronTexaco now sends most of their accounting to the Philippines in order to cut costs. They also send all their accounting to the Philippines in order to focus more on what they are in business to do. ChevronTexaco now sends most of their accounting to the Philippines in order to cut costs. They also send all their accounting to the Philippines in order to cut costs. Learning Organization A learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization is defined as an organization that has developed the capacity to continuously learn, adapt, and change. In order to have a learning organization that has developed the capacity to continuously learn, adapt, and change is a learning organization that has developed the capacity to continuously learn, adapt, and change is a learning organization that has developed the capacity to continuously learn, adapt, and change is a learning organization that has developed the capacity to continuously learn, adapt, and change is a learning organization that has developed the capacity to continuously learn, and the capacity to continuously learn, adapt, and the capacity is a learning organization that has developed the capacity to continuously learn, adapt, and the capacity is a learning organization that has developed the capacity to continuously learn, adapt, and the capacity is a learning organization that has developed the capacity to continuously learn, adapt, and the capacity is a learning organization that has a learning organization th learning organization must also have a strong organizational culture where all employees have a common goal and great leadership. Learning organizations that are innovative and knowledgeable create leverage over competitors. Previous Section Next Section Want a simple way to organize your small business? Try a functional organizational structure for small- to medium-sized businesses. It works best for companies that have one or just a few product lines. Grouping employees by function or specialization is a simple organizational method to use when starting a business. A functional organizational structure groups employees together based on their functions or roles and customer service. Departments in a functional structure are often called "silos" because they work independently from each other. The employees communicate exclusively with others in their group and report to a department head. Department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others in their group and report to a department head communicate exclusively with others and the property of the property the CEO. This type of organizational structure works best in a stable environment with few changes where job tasks are standardized and continuous. Consider the functional organizational structure advantages and disadvantages with similar skills increases efficiency and results in higher-quality work output. By executing standardized tasksrepeatedly, workers become more skilled and productive. Training and promotions: The path for growth is clear with well-defined objectives for receiving promotions. Since the tasks are usually standardized, training new employees is easier and quicker. Accountability: Employees have a clear chain of accountability by reporting to a single department head, not multiple supervisors from other divisions. : Silo effect on decision making: The silo effect on decision making: The structural bureaucracy slows down decision making. Everything must go up the chain to top management and then back down to the employees taking action on the decisions. Lack of cooperation: Because each department and unwilling to cooperate with other departments Growth: Functional models have difficulty adapting to the increased diversification that results from growth. Top management must assume the responsibility of coordinating and integrating the work of the various functional department. has seven employees who are constantly monitoring consumer buying habits and competitors' promotional campaigns. Accounting and finance: Seven employees are in charge of sending invoices to customers and making payments for overhead expenses and supplies. One employee handles bank account reconciliations. Office: The administrative staff has 11 employees with an office manager, a receptionist, a customer service person and several people in charge of correspondence and filing. Production operations, warehousing and delivery of the products to customers. Research: The research staff has six employees working on improvements for Swifty Feet. Human resources: With 82 employees, the company needs seven employees in the human resources department to handle employees in the human resources department to handle employees in the human resources. because the seven department heads report directly to the president. This reporting chain of command will change as the company grows and adds more specialized departments. However, the president can only handle a certain number of people reporting to him without getting overloaded. At some point, the president will have to start relinquishing authority and delegating responsibility to other managers. When that happens, the organizational chart will become taller, with fewer department heads reporting to the president and other top management officers. A functional organizational structure is a logical starting point for most small businesses. It is simple to implement and easy to manage. Its limitations are the difficulty in adapting to growth and additions of new territories or product lines. A functional structure within the functional structure within the larger context of organizational structures in general Key Takeaways Key Points A functional organization is a common type of organization arguably allows for greater operational efficiency because employees with shared skills and knowledge are grouped together by function. A disadvantage of this type of structure is that the different functional groups may not communicate with one another, potentially decreasing flexibility and innovation. A recent trend aimed at combating this disadvantage is the use of teams that cross traditional departmental lines. Key Terms silo: In business, a unit or department within which communication and collaboration occurs vertically, with limited cooperation outside the unit. department alization: The organization of something into groups according to function, geographic location, etc. An organization can be arranged according to a variety of structures, which determine how the organization will operate and perform. In a functional structure, a common configuration, an organization is divided into smaller groups by areas of specialty (such as IT, finance, operations, and marketing). Some refer to these functional areas as "silos "—entities that are vertical and disconnected from each other. Correspondingly, the company's top management team typically consists of several functional department and is transmitted across departments through the department heads. Functional structure at FedEx: This organizational chart shows a broad functional structure at FedEx. Each different functions (e.g., HR, finance, marketing) is managed from the top down via functional Structure Functional Structure Functional departments arguably permit greater operational efficiency because employees with shared skills and knowledge are grouped together by functions performed. Each group of specialists can therefore operate independently with management allows for increased specialization. Disadvantages of a Functional Structure A disadvantage of this structure is that the different functional groups may not communicate with one another, potentially decreasing flexibility and innovation. Functional structures may also be susceptible to tunnel vision, with each function perceiving the organization only from within the frame of its own operation. Recent trends that aim to combat these disadvantages include the use of teams that cross traditional departmental lines and the promotion of cross-functional structures appear in a variety of organizations across many industries. They may be most effective within large corporations that produce relatively homogeneous goods. Smaller companies that require more adaptability and creativity may feel confined by the communicative and creative silos functional structures tend to produce. Divisional structures group various organizational functions into product or regional divisions. Describe the basic premise behind divisional structures within the general framework of organizational structure Key Takeaways Key Points The divisional structure is a type of organizational structure that groups each organizational function into a division. These divisions can correspond to either products or geography (for example, its own finance, IT, and marketing departments). A multidivisional form (or "M-form") is a legal structure in which one parent company's brand and name. The divisional structure is useful because failure of one division doesn't directly threaten the other divisions. In the multidivisional structure, the subsidiaries benefit from the use of the brand and capital of the parent company. Disadvantages can include increased accounting and taxes. Key Terms parent company: An entity that owns or controls another entity division: A section of a large company. Subsidiary: A company owned by a parent company or holding company. Organization operates and performs. A divisional organization groups each organization and performs of a large company. Organization operates and performs of a large company or holding company or holding company. Organization operates and performs of a large company or holding company of Energy organization chart: The DOE organization chart shows a divisional structure with different divisions under each of three under-secretaries for energy. Each of the three division is in charge of a different set of tasks: environmental responsibilities, nuclear-energy responsibilities, or research responsibilities. Divisional Strategies Each division within this structure can correspond to either products or geographies of the organization. Each division contains all the necessary resources and functions within it to support that particular product line or geographic divisional structures may be characterized as follows: Product departmentalization: A divisional structure organized by product departmentalization means that the various activities related to the product or service are under the authority of one manager. If the division builds luxury sedans or SUVs, for example, the SUV division will have its own sales, engineering, and marketing departments distinct from those departments within the luxury sedan division. Geographic departmentalization: Geographic departmentalization involves grouping activities based on geography, such as an Asia/Pacific or Latin American division. Geographic departmentalization is particularly important if tastes and brand responses differ across regions, as it allows for flexibility in product offerings and marketing strategies (an approach known as localization). A common legal structure known as the multidivisional form (or "M-form") also uses the divisional structure. In this form, one parent company owns subsidiary companies, each of which uses its brand and name. The whole organization is ultimately controlled by central management; however, most decisions are left to autonomous divisions. This business structure is typically found in companies that operate worldwide—for example, Virgin Group is the parent company of Virgin Mobile and Virgin Records. Advantages of a Divisional Structure As with all organizational structure types, the divisional structure offers distinct advantages and disadvantages. Generally speaking, divisions work best for companies with wide variance in product offerings or regions of geographic operation. The divisional structure can be useful because it affords the company greater operation. The divisions work best for companies with wide variance in product offerings or regions of geographic operation. threaten the other divisions. In the multidivisional structure, subsidiaries benefit from the use of the brand and capital of the parent company. Disadvantages of a Divisional Structure some disadvantages of this structure include operational inefficiencies from separating specialized functions—for example, finance personnel in one division do not communicate with those in another division. Disadvantages of the multidivisional structure can include increased accounting and tax implications. The matrix structure is a type of organizational perspectives can be crossed in a matrix structure to organize a company Key Takeaways Key Points The matrix structure is a type of organizational structure in which individuals are grouped simultaneously by two different operational perspectives. Matrix structures are inherently complex and versatile, making them more appropriate for large companies operating across different industries or geographic regions. Proponents suggest that matrix management is more dynamic than functional management in that it allows for specialization that can increase depth of knowledge. A disadvantage of the matrix structure is the increased complexity in the chain of command, which can lead to a higher manager-to-worker ratio and contribute to conflicting loyalties among employees. Key Terms matrix: A two-dimensional array. Organizations can be structured in various ways, and the structure of an organization determines how it operates and performs. The matrix structure is a type of organizational structure in which individuals are grouped by two different operational perspectives simultaneously; this structure has both advantages and disadvantages but is generally best employed by companies large enough to justify the increased complexity. Matrix organizational structure in which individuals are grouped by two different operational perspectives simultaneously; this structure has both advantages but is generally best employed by companies large enough to justify the increased complexity. both product and function. Product lines are managed horizontally and functions are managed horizontally and function, sales, and finance—has separate internal divisions for each product. In matrix management, the organization is grouped by any two perspectives the company deems most appropriate. Common organizational perspectives include function and product, function and product, function and product, for example, each product line will have management that corresponds to each function. If the organization has three functions and three products, the matrix structure will have nine ([latex]3 \times 3[/latex]) potential managerial interactions. This example illustrates how inherently complex matrix structures are in comparison to other, more linear structures. boundaries, countering the "silo" critique of functional management. Matrix structure also allow for specialization that can both increase depth of knowledge and assign individuals according to project needs. Disadvantages of a Matrix Structure A disadvantage of the matrix structure is the increased complexity in the chain of command when employees are assigned to both functional and project managers. This increase in complexity can result in a higher manager to-worker ratio, which can in turn increase costs or lead to conflicting employee loyalties. It can also create a gridlock in decision making if a manager on one end of the matrix disagrees with another manager. Blurred authority in a matrix structure can result in reduced agility in decision making and conflict resolution. Matrix structures should generally only be used when the operational complexity of the organization demands it. A company that operates in various regions with various products may require interaction between product development teams and geographic marketing specialists—suggesting a matrix may be applicable. Generally speaking, larger companies with a need for a great deal of cross-departmental communication benefit most from this model. The team structure is a newer, less hierarchical organizational structure in which individuals are grouped into teams. Classify team-based structures within the larger context of the most common organizational structures Key Takeaways Key Points The team structure in large organizations is a newer type of organization may have several teams that can change over time. Teams that include members from different functional teams. Although teams are characterized as less hierarchical, they typically still include a management structure (or management team). Critics argue that the use of the word "team" to describe modern organizational structures is a fad that some teams are not really teams at all but merely groups of staff. One aspect of team-based structure with interspersed teams). Key Terms synergistic: Cooperative, working together, interacting, mutually stimulating. hierarchical: Classified or arranged according to various criteria into successive ranks or grades. Organization determines how it operates and performs. The team structure in large organizations is considered a newer type of organization that is less hierarchical, less structured and more fluid than traditional structures (such as functional or divisional). A team is a group of employees—ideally with complementary skills and synergistic efforts—working toward a common goal. Teams are created by grouping employees in a way that generates a variety of expertise and addresses a specific operational component of an organization. These teams can change and adapt to fulfill group and organizational objectives. Some teams endure over time, while others—such as project teams—are disbanded at the project's end. Teams that include members from different functions are known as cross-functional teams. Although teams are described as less hierarchical, they typically still include a management structure. Critics argue that the use of the word "team" to describe modern organizations and can include activities such as bonding exercises and even overnight retreats to foster team cohesion. To the extent that these exercises are meaningful to employees, they can be effective in improving employee motivation and company productivity. Integration of team cultures within an broader structure (e.g., a functional structure with teams interspersed). Such integration allows for the authority and organization of a more concrete structure with teams interspersed). Such integration allows for the authority and organization of a more concrete structure with teams interspersed). from finance, marketing, and research and development—all representing different geographic regions. This newly created team is tasked with the company's manufacturing capabilities. The project team might be allocated a certain number of hours a month to devote to team objectives; however, members of the team are still expected to work within their respective functional design Key Takeaways Key Points The network structure is a newer type of organizational structure viewed as less hierarchical (i.e., more "flat"), more decentralized, and more flexible than other structure is the social network—a social structure of interactions. Open communication and reliable partners (both internally and externally) are key components of social networks. Proponents argue that the network structure is more agile than other structures. Because it is decentralized, a network organization has fewer tiers, a wider span of control, and a bottom-up flow of decision making and ideas. A disadvantage of the network structure is that this more fluid structure can lead to more complex relations in the organization. Key Terms network structure is that this more fluid structure can lead to more complex relations in the organization. can be structured in various ways that determine how it operates and performs. The network structure is a newer type of organizational structure often viewed as less hierarchical (i.e., more flat), more decentralized, and more flexible than other structure, managers coordinate and control relations that are both internal and external to the firm. The concept underlying the network structure of inter-organizational or informal relationships. At the industry level, complex networks can include technological and innovation networks that may span several geographic areas and organizations. From a management perspective, the network structure is unique among other organization sounds complex, but it is at its core a simple concept. Take, for example, a T-shirt design company. Because the company leaders are mainly interested in design, they may not want to get too heavily involved in either manufacturing or retail; however, both aspects of the business are necessary to complete their operations. To maintain control of their product, they may rent retail space through their network and purchase production capabilities from a variety of partner organizations that have their own manufacturing facilities. While the core company focuses mainly on designing products and tracking finances, this network of partner organizations. Like other organizations that have their own manufacturing facilities. While the core company focuses mainly on designing products and tracking finances, this network of partner organizations. disadvantages. Advantages of a Network Structure Proponents argue that the network structure is more agile compared to other structure is decentralized, it has fewer tiers in its organizational makeup, a wider span of control, and a bottom-up flow of decision making and ideas. Disadvantages of a Network Structure Con the other hand, this more fluid structure can lead to a more complex set of relationships in the organization. For example, lines of accountability may be less clear, and reliance on external vendors can be quite high. These potentially unpredictable variables essentially reduce the core company's control over its operational success. In the modular structure, an organization focuses on developing specialized and relatively autonomous strategic business units. Define the nature and value of a modular structure in an organizational framework Key Takeaways Key Points The modular structure divides the business into small, tightly knit strategic business units (SBUs), which focus on specific elements of the modular structure is that loosely coupled structures enable organizations to be more flexible and restructure more easily. For example, a firm can switch between different providers and thus respond more quickly to different market needs. Increased internalization and more tightly coupled structures can produce better communication and intellectual property gains. As a result, some argue that the modularity of a firm should be limited to the extent the flexibility it affords results in gains. Various degrees of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent in the degree of modularity are possible; however, a business must be consistent and a business must be consistent and a business must be consis lumped together, modular: Consisting of separate units, especially where each unit performs a specified function and could be replaced by a similar unit for the same function, independently of other units, organization operates and performs. The modular structure focuses on dividing the business into small, tightly knit strategic business units (SBUs), which focus on specific elements of the organizational process. Interdependence among the units is limited because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward and because the focus of many SBUs is more inward than outward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward than outward the focus of many SBUs is more inward to the focus of many SBUs is more inward to the focus of technological and organizational systems. Product systems are deemed modular when they can be broken down into a number of components that can then be mixed and matched to connect, interact, or exchange resources. Modularization within organizations leads to the disaggregation of the traditional form of hierarchical governance into relatively small, autonomous organizational units (modules). Although modules are not generally interdependent, the modular organizational component that is more independent. The firm can switch between different contract manufacturers that perform different functions; the contract manufacturer can similarly work for different firms. Another (more internally focused) modular model involves the existence of various consumer services which cater to dramatically different needs or demographics. At GNU Health, for example, the surgery unit may interact with different departments at different times for different times for different teasons. Modular organization involves several largely independent bodies that can rearrange and work with different departments, such as oncology, radiology, surgery and pediatrics, across many contexts, such as location and socioeconomic status. Advantages of a Modular Structure one advantage of the modular structure is that loosely coupled structure one advantage of the modular structure one ad thus respond more quickly to different market needs. An organization can also fill its own corporate needs internally by creating a new modular Structure On the other hand, more internalization and more tightly coupled structures can produce better communication and intellectual property gains. As a result, critics of the modular organization argue that a firm's modularity should be limited to the extent that its flexible nature affords gains. Various degrees of modularity should be limited to the extent that its flexible nature affords gains. Various degrees of modularity are possible but not necessarily useful if the pros do not outweigh the cons. Managers must carefully consider whether or not a modular structure would be useful, either entirely or partially, for a given organization.

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