

# Introduction to **Management**

## **Lecture 2**



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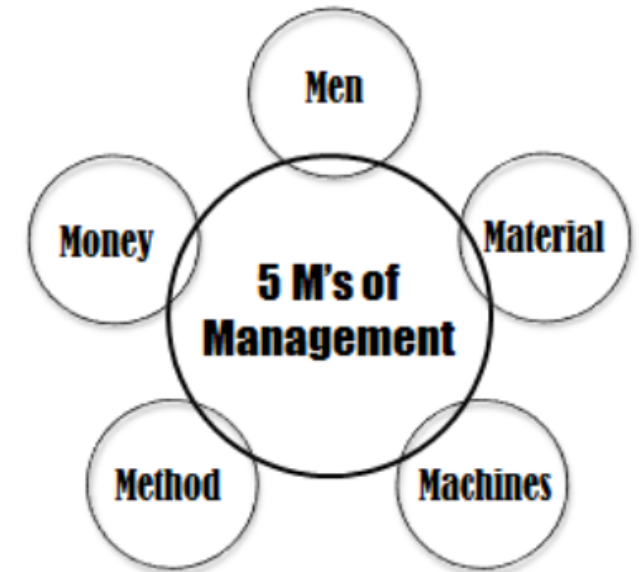
# **Chapter 1:** Introduction to Management and Organizations

# Learning Objectives

- Explain how managers differ from non-managerial employees
- Explain why efficiency and effectiveness are important to management.
- Describe the four functions of management
- Explain why customer service and innovation are important to the manager's job.
- Explain the characteristics of an organization and describe how today's organizations are structured

# What Is Management?

- **Management** involves coordinating and overseeing the work activities of others so that their activities are completed **efficiently** and **effectively**.
- “The art of getting things done through and with people”
- 5 M's: Men, Materials, Money, Methods and Machine

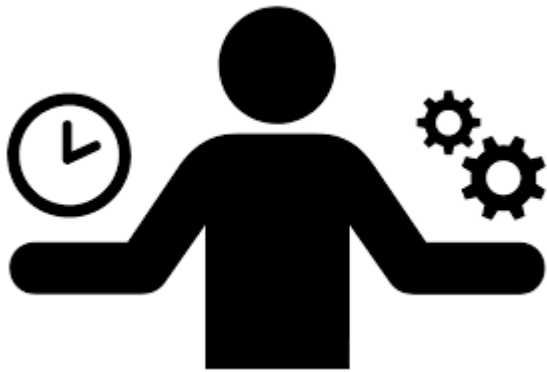


# What Is Management?

## Managerial Concerns

### ■ Efficiency

- "Doing things right"
- Getting the most output for the least inputs



### ■ Effectiveness

- "Doing the right things"
- Attaining organizational goals



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## Exhibit 1–3 Managerial Effectiveness and Efficiency in Management

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Efficiency (Means)

Resource  
Usage

Low Waste



Effectiveness (Ends)

Goal  
Attainment

High Attainment



Management Strives for:  
Low Resource Waste (high efficiency)  
High Goal Attainment (high effectiveness)

# What Is An Organization?

## ■ An Organization Defined

- A deliberate arrangement of people to accomplish some specific purpose (that individuals independently could not accomplish alone).

## ■ Common Characteristics of Organizations

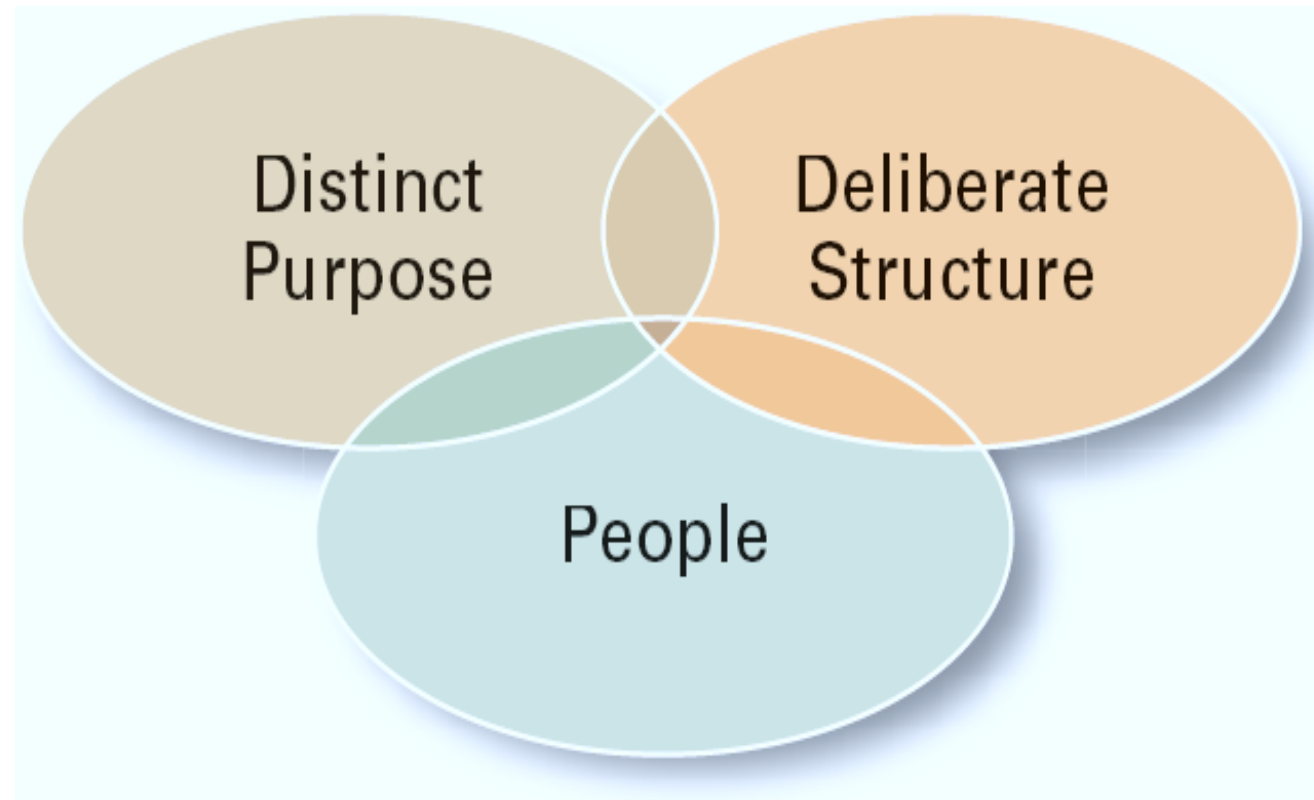
- Have a distinct purpose (goal)
- Composed of people
- Have a deliberate structure



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## Exhibit 1–9 Characteristics of Organizations

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# Who Are Managers?

- Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished
- They can be young or old
- They may be male or female

**What do Great managers actually do?**

# What do **Great** managers actually do?

They discover what is unique about each person and capitalize on it



They know and value the unique abilities of their employees



They learn how best to integrate them into a coordinated plan of attack.



# How to become a better Manager ?

1. Select the right people.
2. Listen to people.
3. Communicate clearly
4. Lead by example
5. Delegate
6. Be positive and constructive
7. Thank and reward your people
8. Develop/train your people
9. Be flexible

## Exhibit 1–1 Women In Managerial Positions Around The World

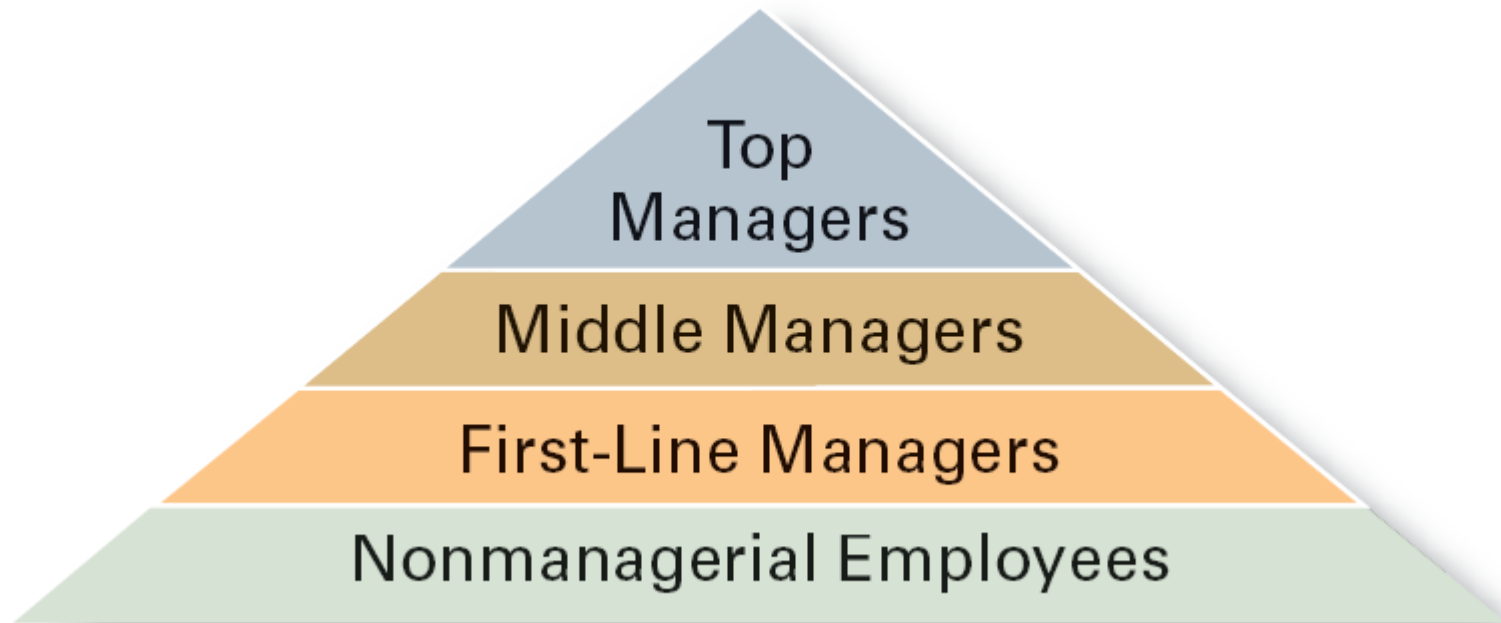
	Women in Management	Women in top manager's job
Arab Countries	Less than 10 percent	N/A
Australia	41.9 percent	3.0 percent
Canada	36.3 percent	4.2 percent
Germany	35.6 percent	N/A
Japan	10.1 percent	N/A
Philippines	57.8 percent	N/A
United States	50.6 percent	2.6 percent

*Sources:* Metrics Pyramid Catalyst, [www.catalyst.org/knowledge/metricspyramid](http://www.catalyst.org/knowledge/metricspyramid), February 12, 2008; M. Fackler, "Career Women in Japan Find a Blocked Path," New York Times online, [www.nytimes.com](http://www.nytimes.com), August 6, 2007; "2006 Australian Census of Women in Leadership," Equal Opportunity for Women in the Workplace Agency, [www.eowa.gov.au/Australian\\_Women\\_In\\_Leadership\\_Census.asp](http://www.eowa.gov.au/Australian_Women_In_Leadership_Census.asp); Morrisson, C., and Jutting, J.P. "Women's Discrimination in Developing Countries: A New Data Set for Better Policies", *World Development*, Vol. 33, No. 7, pp. 1065–1081, 2005

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## Exhibit 1–2 Managerial Levels

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# Classifying Managers

- **First-line Managers**

- Individuals who manage the work of non-managerial employees. They do not supervise other managers (office manager, department manager, line manager)

- **Middle Managers**

- Individuals who manage the work of first-line managers (store or division manager, branch manager, general manager)

- **Top Managers**

- Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.



# What Do Managers Do?

- Three Approaches to Defining What Managers Do

- Functions they perform

- Roles they play

- Skills they need

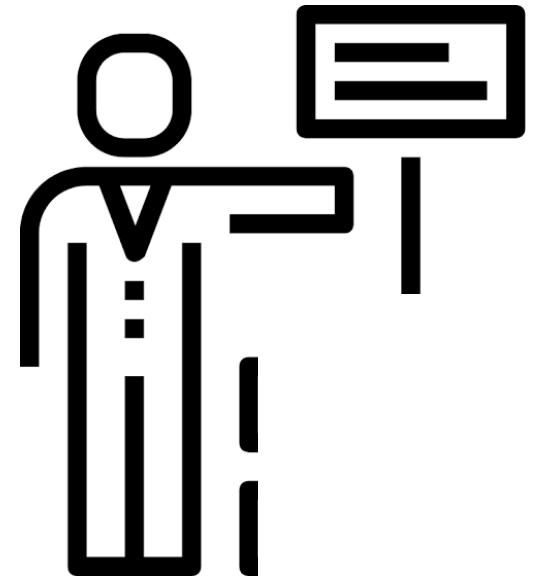


# What Do Managers Do?

## Function Manager's Perform

### 1. Planning

- Setting goals and defining the actions necessary to achieve those goals.
- Where the organization wants to be in the future and how to get there.

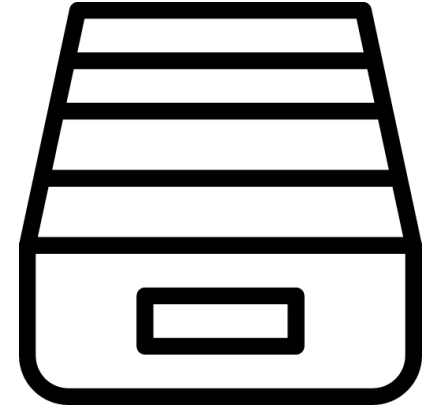


# What Do Managers Do?

## Function Manager's Perform

### 2. Organizing

- Arranging and structuring work to accomplish organizational goals.
- The process of determining the tasks to be done, who will do them and how those tasks will be managed and coordinated.
- It involves the assignment of task, grouping of tasks into department and the allocation of resources to department.



# What Do Managers Do?

## Function Manager's Perform

### 3. Leading

- Working with and through people to accomplish goals.
- Motivating and leading the member of the organization to achieve organizational goals.
- Communicate goals to employees, create share culture and value.
- There are different types of leadership:

Autocratic

Democratic

Free-rein



# What Do Managers Do?

## Function Manager's Perform: Leading

### Autocratic

- It is also known as leader centered style.
- Under this style of leadership there is **complete centralization** of authority in the leader i.e., authority is centered in the leader himself. He has all the powers to take decisions.
- He designs the work-load of his employees and exercise **tight control** over them. The subordinates are bound to follow his order and directions.

### Democratic

- Under this style, a leader **decentralizes** and **delegates high authority** to his subordinates.
- He makes a final decision only after **consultation** with the subordinates.
- Two way communication channel is used.
- While delegating a lot of authorities to subordinates, he defines the limits within which people can function.



# What Do Managers Do?

## Function Manager's Perform: Leading

Free-rein

- Under this style, a manager gives **complete freedom** to his subordinates.
- The entire decision-making authority is entrusted to them. There is **least intervention** by the leader and so the group operates entirely on its own.
- There is free flow of communication.
- In this style manager does not use power but maintains contact with them. Subordinates have to exercise **self control**.

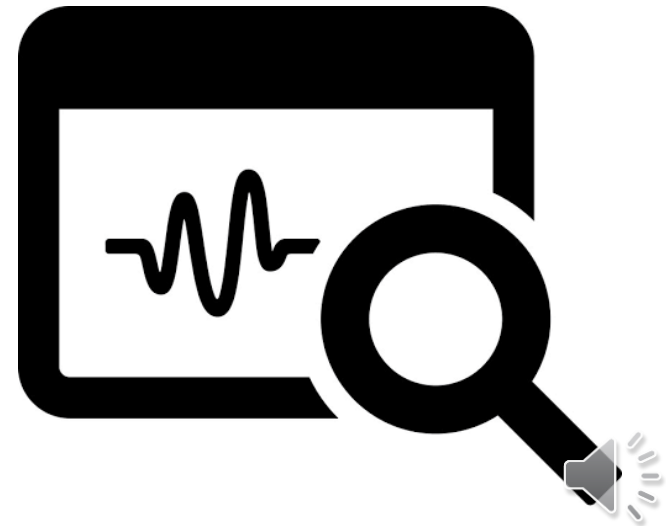


# What Do Managers Do?

## Function Manager's Perform

### 4. Controlling

- Monitoring, comparing, and correcting work.
- Monitoring the performance of the organization, identifying deviations between planned and actual results and taking corrective actions.



## Exhibit 1–4 Management Functions



Proper management functions lead to achieving organization's stated purposes



# What Do Managers Do?

## Roles Managers Play

- **Roles** are specific actions or behaviors expected of a manager.
- Managers need to exercise **Thoughtful Thinking** and **Practical Doing** to succeed.
- Mintzberg identified **10 roles** grouped categorized in **3 groups**



Interpersonal  
Relationships



The Transfer  
of Information



Decision making





# What Do Managers Do?

## Mintzberg's Managerial Roles



# What Do Managers Do?

## Mintzberg's Managerial Roles

### Interpersonal roles

arise from a managers' formal role & tasks undertaken within the organization; alongside networks & contacts' relations inside & outside the organization

**TABLE 1-1 Mintzberg's Managerial Roles**

Role	Description
Interpersonal	
Figurehead	Symbolic head; required to perform a number of routine duties of a legal or social nature
Leader	Responsible for the motivation and direction of employees
Liaison	Maintains a network of outside contacts who provide favors and information



# What Do Managers Do?

## Mintzberg's Managerial Roles

### Informational roles

arise from a managers' formal role within the organization & communicating inside & outside of the organization

Informational	
Monitor	Receives a wide variety of information; serves as nerve center of internal and external information of the organization
Disseminator	Transmits information received from outsiders or from other employees to members of the organization
Spokesperson	Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry



# What Do Managers Do?

## Mintzberg's Managerial Roles

### Decisional roles

arise from a managers' formal authority & access to information, placing him in a position capable of solving problems

Decisional	
Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations
<small>Source: Adapted from H. Mintzberg, <i>The Nature of Managerial Work</i>, 1st edn. (New Jersey: Prentice Hall, 1997), © 1973. Reprinted and electronically reproduced by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.</small>	



# What Do Managers Do?

## Katz's Managerial Skills

- Technical skills
  - Knowledge and proficiency in a specific field. The ability to utilize tools and techniques and procedures that are specific to a particular field.
- Human skills (Interpersonal)
  - The ability to work effectively with other people.
- Conceptual skills (analytical)
  - The ability to think and conceptualize about abstract and complex situations concerning the organization.



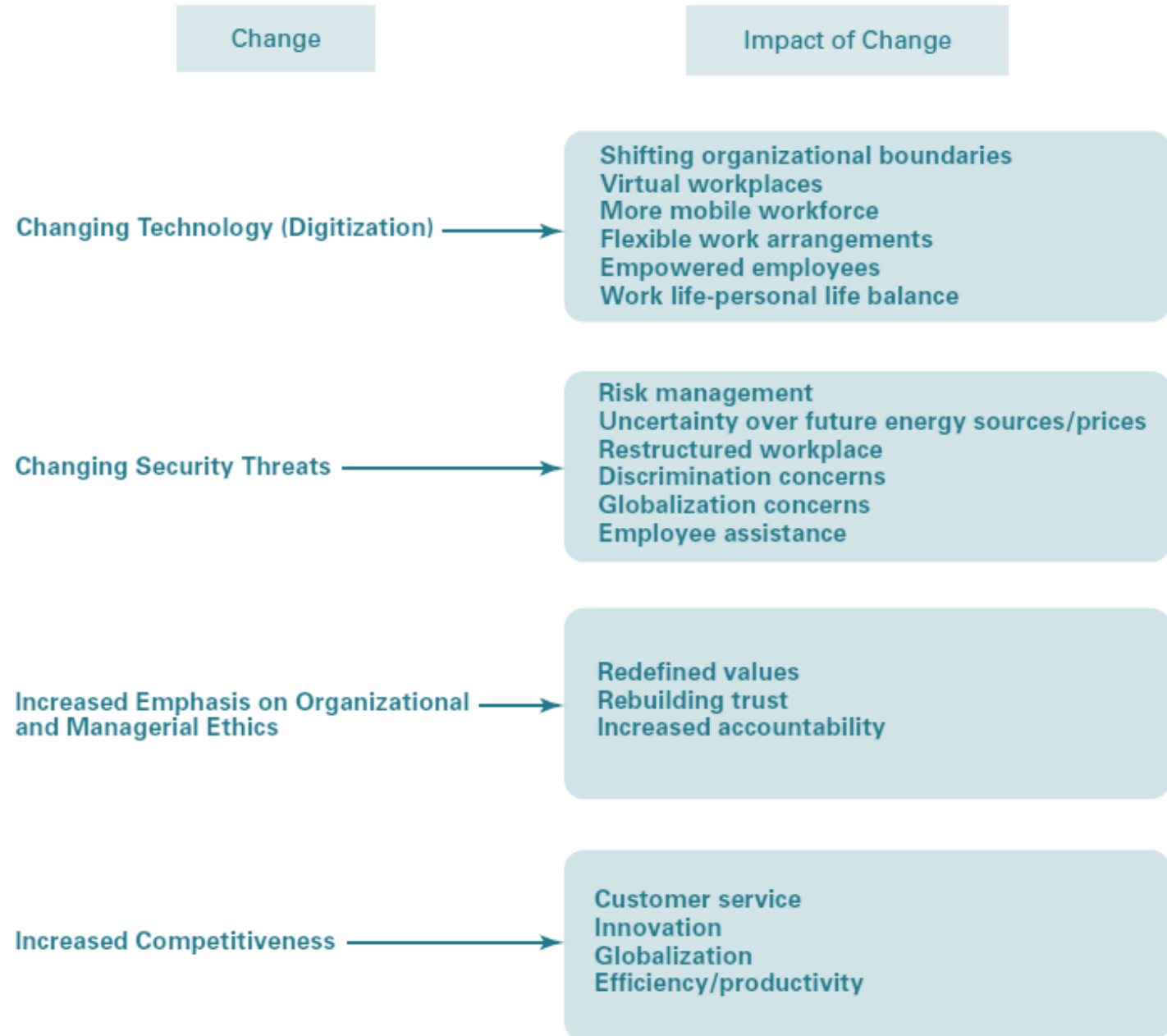
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## Exhibit 1–5 Skills Needed at Different Management Levels

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## Exhibit 1–6 Changes Affecting A Manager's Job



# How the Manager's Job is Changing

## The Increasing Importance of Customers

- Customers: the reason that organizations exist
  - Managing customer relationships is the responsibility of all managers and employees.
  - Consistent high quality customer service is essential for survival.
- Many jobs require close contact with customers.
- Social Media: Power/Risk





## Exhibit 1–7

### Role of the Service Sector in Arab Economies

	Percent of employment in services	Services value added <sup>(1)</sup>
<b>Selected Arab Countries</b>		
Bahrain	68	59
Kuwait	81	48
Oman	82	43
Qatar	56	31
Saudi Arabia	76	27
United Arab Emirates	58	42
Egypt	47	49
Morocco	36	50
Algeria	54	36
Jordan	77	66
Syria	47	45
Lebanon	46	73
<b>Richest Non-Gulf Countries</b>		
Euro Zone	67.5	71.8
Japan	66.4	68.61
United States	77.8	75.97
<b>Emerging Economies</b>		
China	16.1	39.94
India	20.3	54.06

<sup>(1)</sup> value added as a percentage of GDP

Sources: The World Bank – Data, [www.data.worldbank.org](http://www.data.worldbank.org), 2010; Lebanon Opportunities, <http://www.opportunities.com.lb/Lebanon/bhb/initdoc.asp?catid=5>, 2010.



# How The Manager's Job Is Changing

## Innovation

- Doing things differently, exploring new territory, and taking risks
  - Managers should encourage employees to be aware of and act on opportunities for innovation.
- How do Arab countries score on innovation indicators?



## Exhibit 1–8 Innovation in Selected Arab Countries

	Quality of scientific research institutions	Company spending on R&D	Government procurement of advanced tech products	Intellectual property protection	Availability of scientists and engineers	Overall Innovation Score
Country Score	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)
Bahrain	2.55	2.26	3.83	4.08	3.79	2.71
Kuwait	3.86	2.93	3.23	3.62	4.46	3.04
Qatar	4.00	3.40	4.40	4.84	4.14	3.51
United Arab Emirates	3.79	3.40	4.72	4.80	4.14	3.52
Average of Selected Arab Countries	3.74	3.18	4.15	4.40	4.18	3.33
Japan	5.85	6.06	4.98	5.88	6.25	5.90
Distance to best performer	2.10	2.88	0.83	1.49	2.07	2.57

*Source: "Arab Competitiveness Report", The World Economic Forum, <http://www.weforum.org/>, 10 April 2007.*



# How The Manager's Job Is Changing

## Focus on CUSTOMER:

- Without customers, most organizations would cease to exist
- Managing customer relationships is the responsibility of all managers and employees
- Consistent, high-quality customer service is essential

## Focus on TECHNOLOGY:

- Managers must get employees on board with new technology
- Managers must oversee the social interactions and challenges involved in using collaborative technologies

## Focus on SUSTAINABILITY:

- Sustainability: a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies

## Focus on SOCIAL MEDIA:

- Different forms of electronic communication through which users create online communities to share ideas, information, personal messages, and other content



## Exhibit 1–10 Rewards & Challenges of Being a Manager

Rewards	Challenges
Create a work environment in which organizational members can work to the best of their ability	Do hard work
Have opportunities to think creatively and use imagination	May have duties that are more clerical than managerial
Help others find meaning and fulfillment in work	Have to deal with a variety of personalities
Support, coach, and nurture others	Often have to make do with limited resources
Work with a variety of people	Motivate workers in chaotic and uncertain situations
Receive recognition and status in community and organization	Blend knowledge, skills, ambitions, and experiences of diverse work group
Play a role in influencing organizational outcomes	Success depends on others' work performance
Receive appropriate compensation in the form of salaries, bonuses, and stock options	
Good managers are needed by organizations	Blank cell



# Is There An Arab Model of Management?



# An Arab Model of Management?

## Arab model of management

- The Arab manager, like any other manager, plans, organizes, leads, and controls.
- Arab managers, like all other managers, tend to reflect their cultures and the contexts within which they live.
- Different behavior and management styles from one country to another in Arab Countries.
- An “Arab method” of management has not emerged, due to:
  - Political and economic disturbances.
  - Social tension in Arab societies between the old and the new, and between the traditional and the modern.

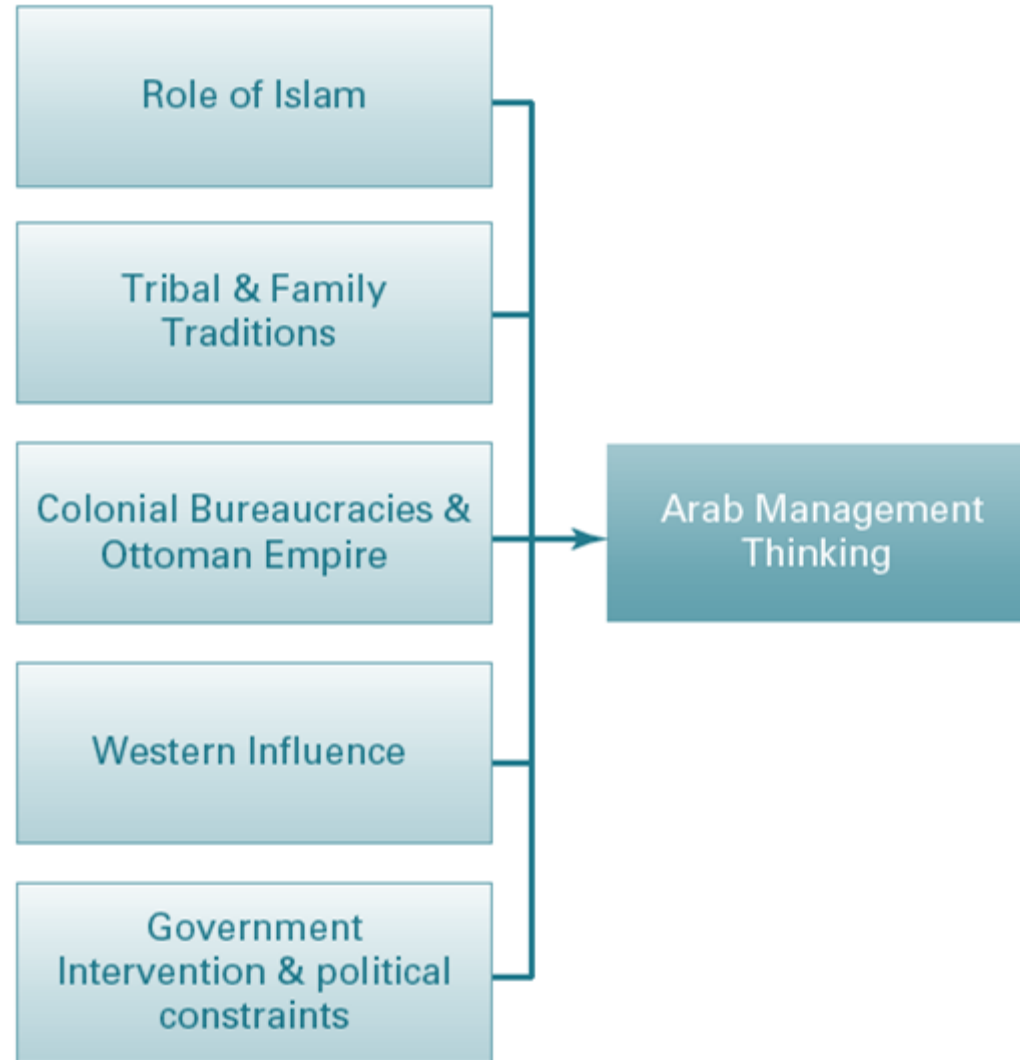


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## Exhibit 1–12

### Historical Influences on Arab Management Thought

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# What to Do When You Have a Bad Boss

by [Mary Abbajay](#)

September 07, 2018



**Harvard  
Business  
Review**



**Why do you think people  
stay in their jobs with  
bosses they don't like?**



**According to the article, people can stay in their jobs with bosses they don't like for several reasons**

- I don't have the energy to look for a new job.
- I really like my job/colleagues/commute.
- I need the salary. I can't afford to take a pay cut.
- There aren't any other jobs that would be better.
- I don't want to lose the benefits.
- I've invested too much to start over in a new organization.
- This job pays too well to leave.
- I don't have the skills to get a different job.
- Things might get better.

**But,**  
**How to Manage?**



**The article provides some strategies on how to deal with a bad boss, but keep in mind that strategies depend on the type of boss you have (e.g. bullies, narcissists)**

**1**

**Forget giving feedback. Make requests instead.** It's usually a good idea to try to talk to your boss and see what's going on. But chances are a difficult boss may not be open to hearing feedback about his or her failings. So try making specific requests to get what you need. Be specific about the resources and support you need to do your job, explain your rationale, and articulate how this will benefit them and the organization. Think about timing, and try to have these conversations when your boss is calm and in an upbeat mood. Make sure to prepare, practice, and anticipate reactions.

**2**

**Engage with your support network.** A strong support network is critical when dealing with an emotionally challenging situation. Surround yourself with friends and people who support and encourage you. Have outlets outside work for socializing and reducing stress. Talk to a coach, therapist, or other trained professional.



3

**Explore other opportunities within your organization.** There might be ways to escape your toxic boss without having to leave your company. Look into other positions in the company that interest you, meet with colleagues and managers in other departments, think about where your skills might translate, and make a case for your transition.

4

**Consider consulting with HR.** Research your HR department's reputation in supporting employee complaints before you approach. Let them know about the issues you're having with your boss and what you've done to try to rectify the situation. They may have already helped others in the exact same situation and could offer solutions you hadn't thought of.

**But, when you should consider leaving?**



## Know when to go

Of course, be ready to accept that quitting could be the best solution. There are some unequivocal signs that it's time to move on to the next job. If you dread going to work every day, if you feel physically or mentally unsafe at work, if you spend more time thinking about your boss than your work, if stress from work permeates the rest of your life, if your self-esteem has plummeted, it's time to go. You must give yourself permission to make a career change — to let go of hope that things will get better, and to overcome the fear of quitting.

Once you make the decision to quit, it's important to do it as professionally and gracefully as possible. While it might be tempting to go out in a blaze of anger and curse words, this rarely works out well in the long run. Don't burn bridges. Here are a few tips:

**Line up your next move.** There is no magic bullet here: you just need start the job search.

**Give proper notice:** The standard for most industries is two weeks. Giving more time is always an option but try not to give less if you can help it. Write a proper resignation letter and tell your supervisor — in person — that you are leaving. Don't forget, letters of resignation often end up in employee files and might be used if your former boss is ever called for a reference. Make sure your letter is professional.



**Create a transition timeline.** Clearly articulate your plans for transition. Be clear about what you are going to do before you leave and stick to it. If you promise to finish projects, then finish them. Don't bite off more than you can chew, but don't leave things on the plate that you promised to take care of. Leave your boss and your team fully updated on the status of all your projects, etc.

**Be prepared to go early.** If your boss is truly toxic, he or she could dismiss you the minute you give notice. Make sure you have your personal belongings, contact information, important papers, commendations, etc. organized *before* you give notice. Be sure to return all company property promptly and properly. Get proper documentation stating that you've returned it. The last thing you want is someone claiming you've stolen anything.

**Do not bad mouth.** Resist the urge to bad mouth your boss during potential job interviews or even after you land a new job. Hiring managers don't know you and they don't know your boss — all they will see is a complaining malcontent.



**To read the full article** <https://hbr.org/2018/09/what-to-do-when-you-have-a-bad-boss>







THANK  
YOU