



ensia The National School of
Artificial Intelligence
المدرسة الوطنية العليا للذكاء الاصطناعي

October 3, 2023



الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

• ٤٨٤٨ | : ٥ : ٨ ٤ : ٨ : ١ ١ ٤ ٨ ٨ : ١ ٥ ٨ ٤ : ٥ ٥ ١ ٥



المدرسة الوطنية العليا للذكاء الاصطناعي

National High School of Artificial Intelligence

(ENSIA)

Academic Year
Y2-S1 (2023-2024)

YOUR MANAGEMENT COURSE

Introduction to
BUSINESS

Introduction to Business / NHSAI (ENSIA) Y2-S1 (2023-2024) / Instructor: Prof. Oukil

Chapter 1

MANAGING IN A DYNAMIC ENVIRONNEMENT

Learning Objectives:



By the end of this chapter, you should be able to:

- Define managers, management and business;
- Explain what managers do and should do;
- Demonstrate knowledge of the competencies used in managerial work;
- Describe the changing context of managerial work, hence understand economic systems & business.

First, why **MUST** managing Economies / Organisations / Firms / Startups ?

- Arranging for effective operations and activities;
- Getting and best allocating resources / inputs >> **Human** / Technology/ Information and KNOWLEDGE;
- Enhancing maximum efficiency: optimal use (1st/2nd Best), minimum cost;
- Reducing wastes and avoiding abnormal functioning;
- Inside structuring (Departmentalisation);
- Up-grading quality (components/ use / characteristics);
- Maximising overall performing = Development >> growth >> progress >>> competitiveness

Added: M-S Oukil

DEFINITIONS

WHAT IS AN ORGANISATION?

An organisation is a group of people working in a formal structured entity and who strive to achieve goals that individuals alone cannot. Applies to all entities.

WHAT IS MANAGEMENT?

The task and activities involved in directing an organisation or one of its units: including task, activities and functions such as deciding, planning, organising, leading and controlling > decision-making.

WHO ARE MANAGERS?

Managers are people who TAKE CARE OF THE VARIOUS RESOURCES: human, material, financial, Information, Knowledge and Technology in pursuit of the organisation's goals.

RECALL: Management (or managing) is the administration of an organisation, whether it is a business, a nonprofit organisation, or a government body

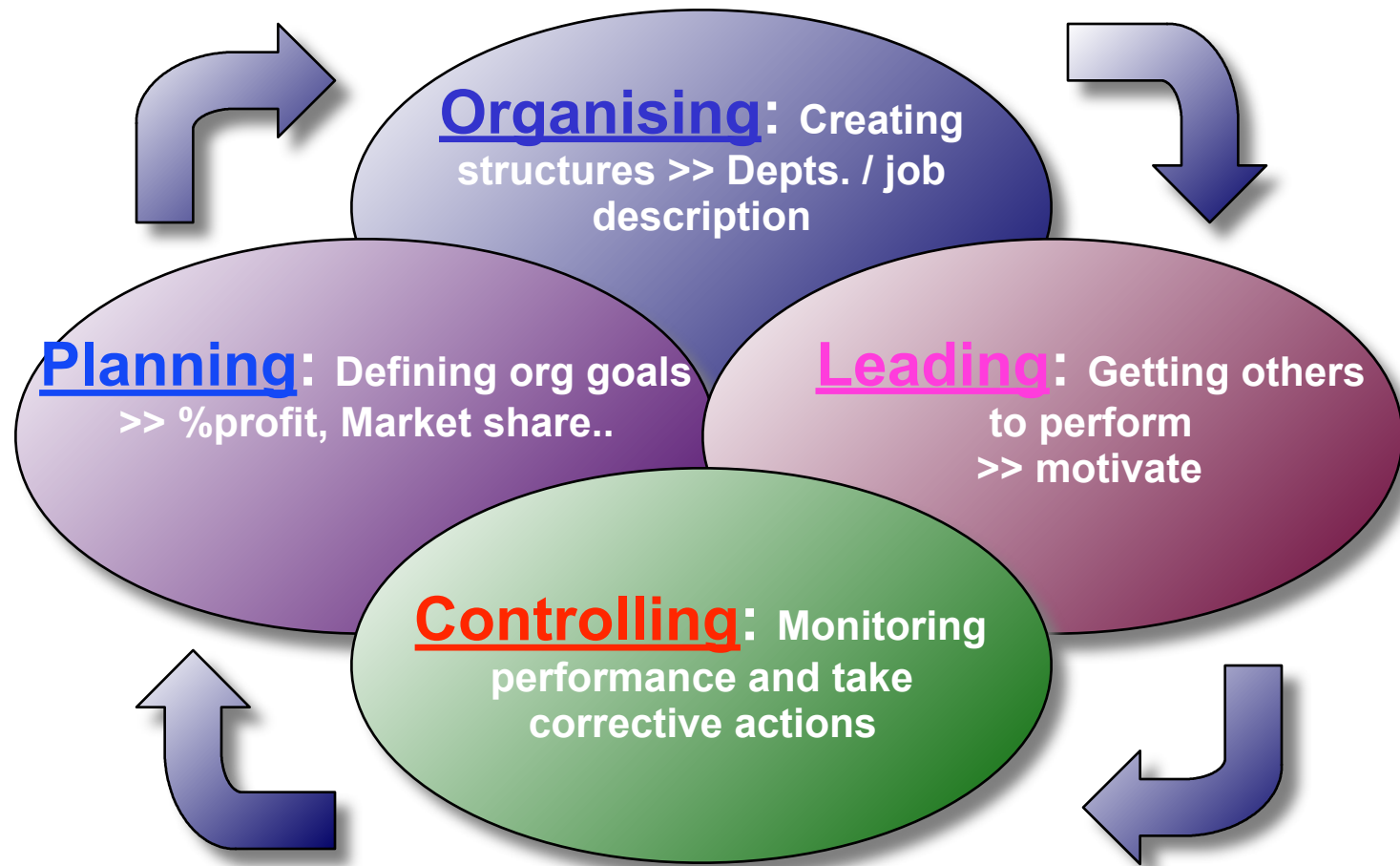
Added by M-S Oukil

Two main types of Managers.

Characteristics of Functional & General Managers

	Functional Managers	General Managers
■ Example	VP of Finance	CEO
■ Scope of Subordinates Job	Low	High
■ Technical Skills	High	Low
■ “Big Picture” Thinking	Low	High

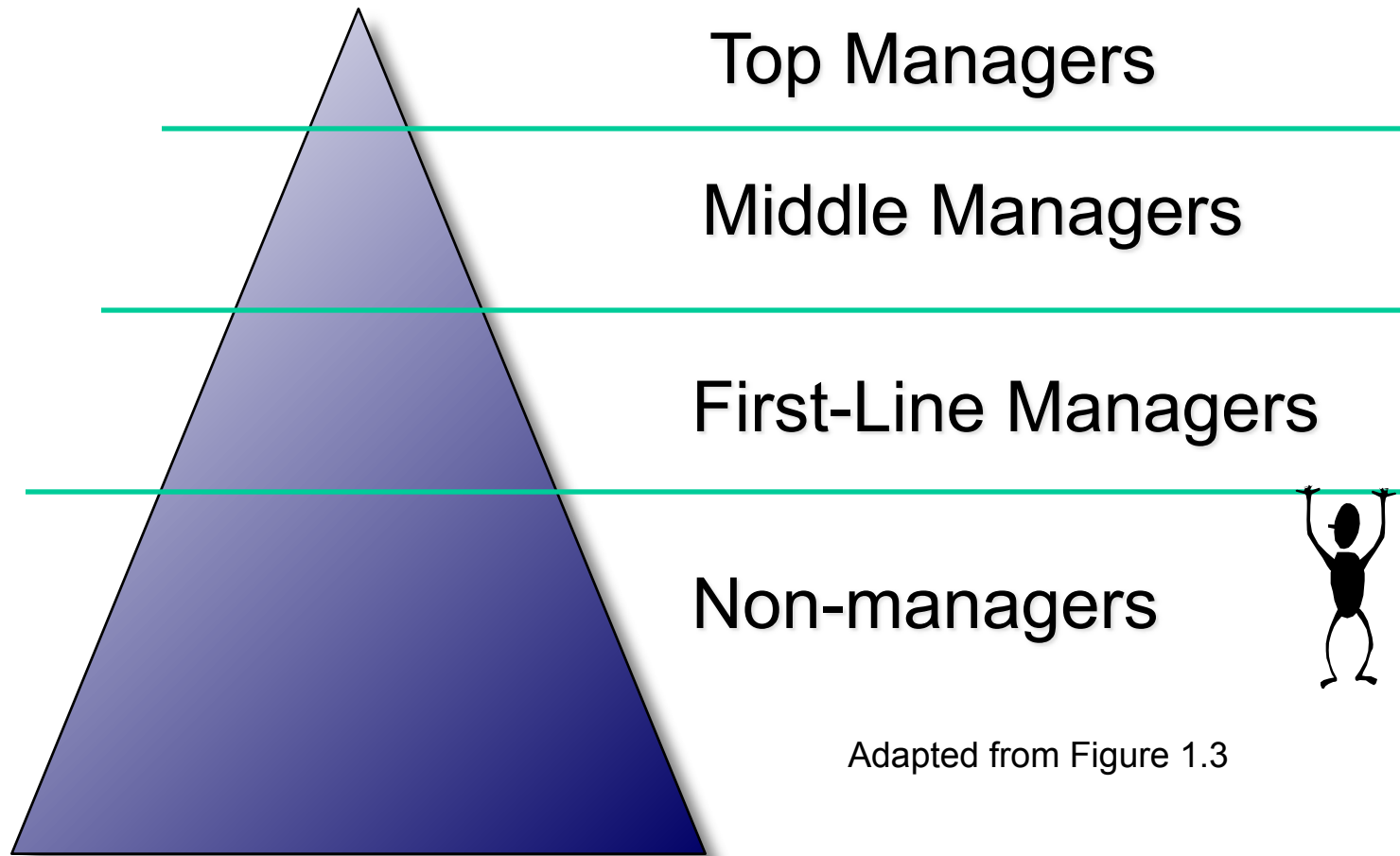
4 Basic Managerial Functions



Hellriegel, Jackson, and Slocum
MANAGEMENT: A Competency-Based Approach
South-Western College Publishing

Adapted from Figure 1.2

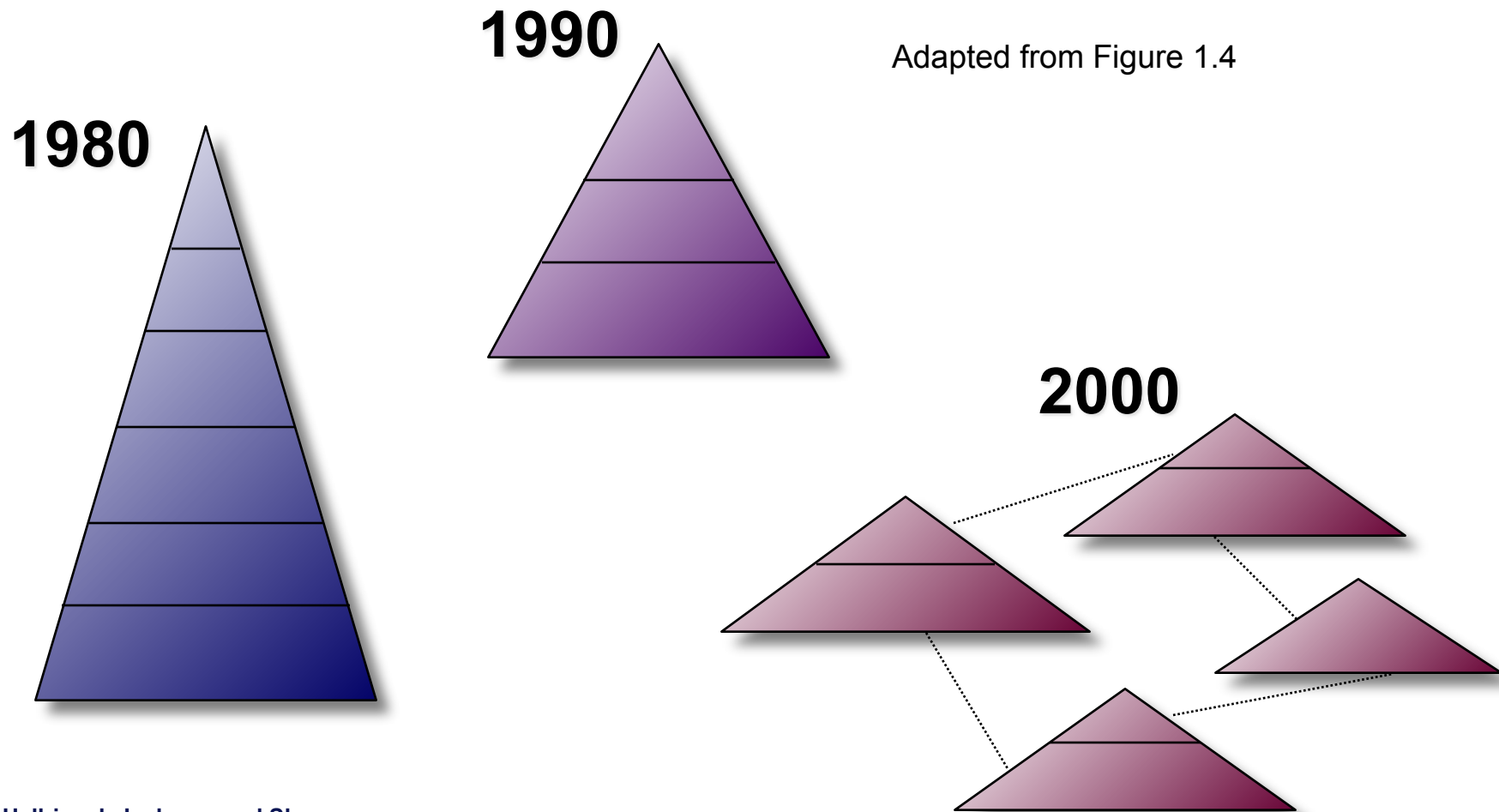
Levels of Management



Adapted from Figure 1.3

Hellriegel, Jackson, and Slocum
MANAGEMENT: A Competency-Based Approach
South-Western College Publishing

The Evolving Structure of Organisations

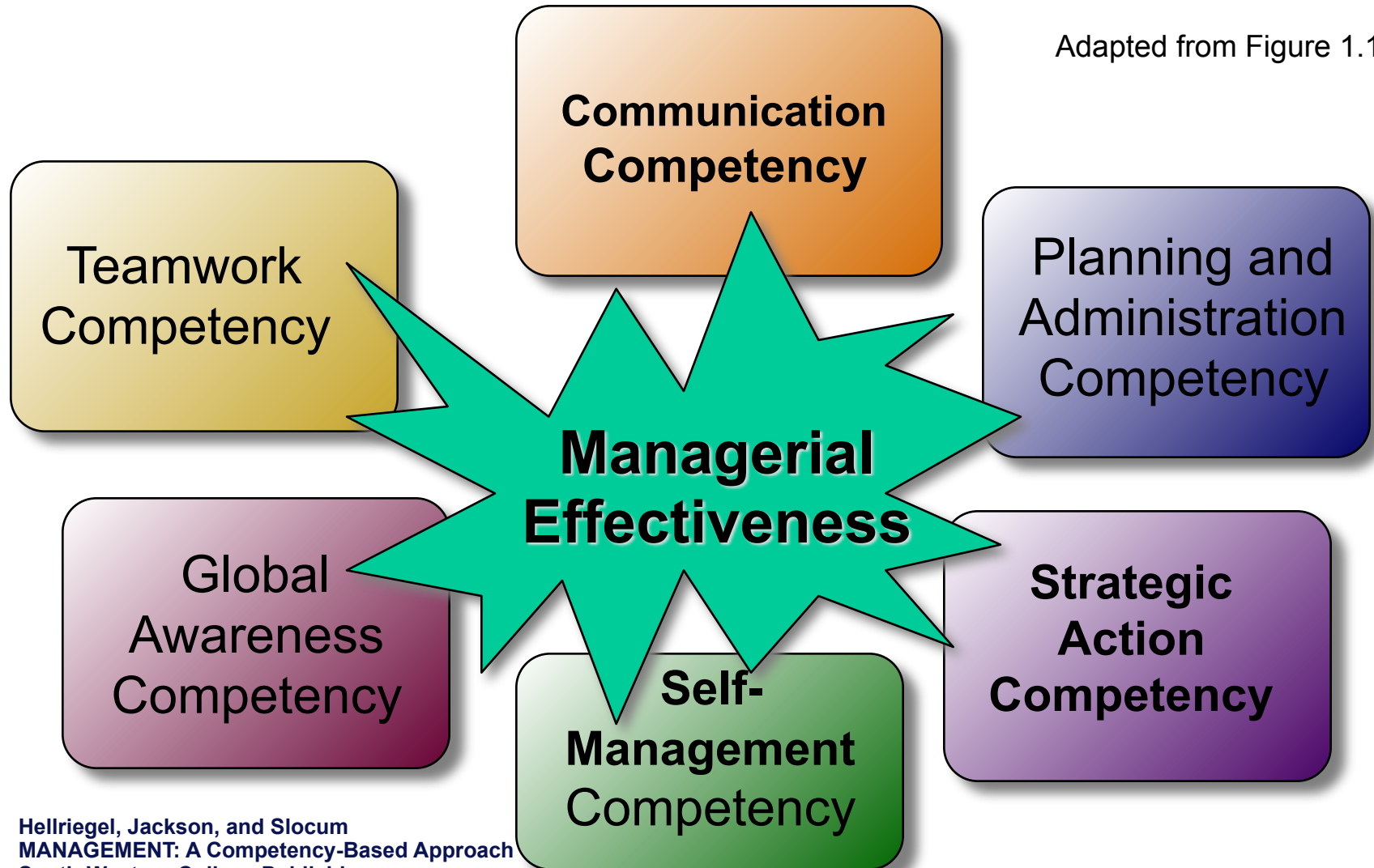


Hellriegel, Jackson, and Slocum
MANAGEMENT: A Competency-Based Approach
South-Western College Publishing

What is required to be successful in a dynamic environment?

A Model of Managerial Competencies

Adapted from Figure 1.1



Hellriegel, Jackson, and Slocum
MANAGEMENT: A Competency-Based Approach
South-Western College Publishing

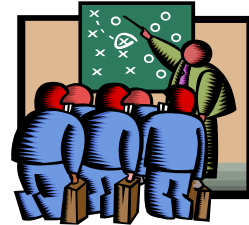
Dimensions of Communication Competency



- **Informal Communication:**
 - Flexible and varies approach in different situations.
- **Formal Communication:**
 - Writes clearly, concisely and effectively, using traditional as well as electronic media.
- **Negotiation:**
 - Skilled at developing relationships and exercising influence in all directions.

Adapted from Table 1.2

Dimensions of Planning & Administration Competency



- Information Gathering, Analysis, and Problem Solving
 - Takes calculated risks and anticipates consequences in a timely manner;
- Planning and Organising Projects
 - Plans, schedules, priorities tasks, delegates responsibilities;
- Time Management
 - Knows when to permit interruptions and when to screen them out;
- Budgeting and Financial Management
 - Understands budgets, cash flows, financial reports, and annual reports and regularly uses such information.

Adapted from Table 1.3

Dimensions of Teamwork Competency

■ Designing Teams:

- Formulates clear objectives that inspire team members;

■ Creating a Supportive Environment:

- Acting as a coach, counsellor, and mentor, being patient with team members as they learn;

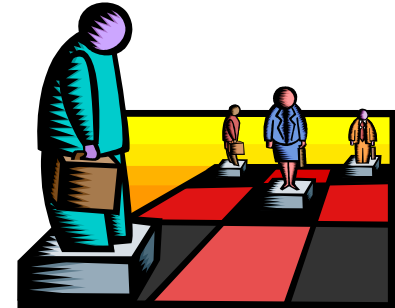
■ Managing Team Dynamics:

- Utilising strengths and weaknesses and brings conflict into the open.



Adapted from Table 1.4

Dimensions of Strategic Action Competency



- **Understanding the Industry:**
 - Anticipating changes of competitors and strategic partners;
- **Understanding the Organisation:**
 - Understanding the distinctive competencies of the organisation;
- **Taking Strategic Actions:**
 - Considering the long-term implications of actions in order to sustain and further develop the organisation.

Adapted from Table 1.5

Dimensions of Global Awareness Competency



- **Cultural Knowledge and Understanding:**
 - Staying informed of political, social and economic trends and events around the world
 - Recognising the impact of global events on the organisation;

- **Cultural Openness and Sensitivity:**
 - Recognising variation of cultures and avoids stereotyping
 - Being sensitive to cultural cues and is able to adopt quickly in novel situations
 - Adjusting own behaviour when interacting with people of diverse backgrounds.

Adapted from Table 1.6

Dimensions of Self-Management Competency

■ Integrity and Ethical Conduct:

- Having clear personal standards of integrity and ethics
- Accepts responsibility for own actions;

■ Personal Drive and Resilience:

- Seeking responsibility, shows perseverance in the face of obstacles, and bounces back from failure;

■ Balancing Work and Life Issues:

- Striking a reasonable balance between work and other life activities;

■ Self-Awareness and Development:

- Having clear personal and career goals and knows own values, feelings, and areas of strengths and weakness
- Analysing and learning from work and life experiences.



Adapted from Table 1.7

*** THE CHANGING CONTEXT OF MANAGERIAL WORK:**

In the new era, characterised by dynamism and turbulences and changes, the context of managers work is continuously changing: it is affected by the following four important environmental trends:

- > Organisational structuring: Downsizing and Outsourcing;
- > Changing workforce: workforce diversity .. Multicultural organisation;
- > Changing technology: innovations and Knowledge workers;
- > Globalisation: Breaking of frontiers and barriers.

The role of managers is expanding and changing:

- >> There is a need to address new challenges such as:
 - + Sophistication of technologies;
 - + Diversity in the workforce;
 - + Global competition.

Summary and Conclusions

(Added by M-S Oukil)

- * **AN ORGANISATION** is as group of people working in a formal structured entity and strive to achieve goals that individual cannot.
 - >> Examples: firms, hospitals, schools ...
 - >> Big. Medium and small.

- * **MANAGEMENT** is referred to the task and activities involved in directing an organisation or one of its units: task and activities such as planning, organising, leading and controlling.
 - >> Any body within the organisation may be expected to do some management tasks: Quality control..
 - >> The scope of activities performed by functional managers is relatively narrow, whereas that of general managers is quite broad.

- * **A MANAGER** is a person who plans, organises, directs and controls the allocation of resources: human, material, financial and information in pursuit of the organisation's goals.
 - >> You may have: Dept., Account, Product, Plant, Division, District, R & D, Human Resources and Task force managers.
 - >> First line managers, Middle Managers, Top Managers ... Small Business managers
 - >> Remember the distinction between FUNCTIONAL and GENERAL MANAGERS : Scope
 - >> You do not have to be called a manager to be a manager. >> Chief Info Off.. CEOs.

* WHAT MANAGERS DO:

- Planning: Defining organisational goals and ways to achieve them;
- Organising: a process of creating a structure of relationships that will enable carrying out plans and meet goals;
- Leading: getting others to perform the tasks necessary to achieve the organisation's goals;
- Controlling: the process by which a person, group, or organisation consciously monitors performance and take corrective action.

* COMPETENCIES and THEIR IMPORTANCE:

- + Communication competency: ability to transfer and exchange effectively information that leads to understanding between yourself and others: Formal, informal and negotiation;
- + Planning and administrative competency: deciding what tasks need to be done, determining how they can be done, allocating resources and monitoring progress: Information, Plans, time management and Budgeting.
- + Teamwork competency: Accomplishing tasks through the creation of small groups of people working together and interdependently.
- + Strategic action competency: Understanding the overall mission and values of the organisation and ensuring that your actions and those of the people you manage are aligned with them.
- + Global awareness competency: Carrying out an organisation's managerial work by drawing on the human, financial, information and material resources from multiple courtiers and serving markets that span multiple cultures.
- + Self-management competency: Taking responsibility for your life at work and beyond.

HOME WORK

- Find out exactly what is the difference between administration (Adm.); management (Mgt.) and business (Bus.);
- Think of a small business firm: enumerate the work load (functions, responsibilities, tasks, activities) and comment;
- Find out about Islamic Principles of Management?



THANK YOU

