Efficiency:-

Doing things right, or getting the most output from the least amount of inputs.

Effectiveness:-

Doing the right things, or completing activities so that organizational goals are attained.

Management Skills:-

Technical skill:-

Technical skills are the job-specific Knowledge and techniques needed to Proficiently perform work tasks. These skills tend to be more important for first-line managers because they typically are managing employees who use tools and techniques to produce the organization's products or service the organization's customers.

Human Skills:-

The ability to work well with other people individually and in a group. Because all managers deal with people, these skills are equally important to all levels of management. Managers with good human skills get the best out of their people. They know how to communicate, motivate, lead, and inspire enthusiasm and trust.

Conceptual Skill:-

Conceptual skill involve the ability to think to conceptualize about abstract and complex situation. The manager is able to see an entire concept, analyze and diagnose a problem and find good solutions. This helps the manager to effictively predict hurdles thier department or the business as a whole may face.

Using these skills managers see the organization as a whole, understand the relationships among various subunits, and visualize how the organization fits into its broader environment. These skills are most important to top managers.

Role Of Manager :-

The primary role of the manager is to co-ordinate the work of all the employee in the organization and to bring about the best results ensures the growth of the organization. There are various roles and responsibilities that manager hold in order to bring about the best outcomes from the employee.

Interpersonal Role:

The interpersonal role are ones that involve people (subordinates and persons outside the organization) and other duties that are ceremonial and symbolic in nature. The three interpersonal roles are:-

1- **Figurehead:-**

Manager have social, ceremonial and legal responsibilities. They are a source of inspiration. people look up to them as a personal with autority, and as a figurehead.

2- **Leader:-**

Manager provide leadership for the team, organization and manages the perfomance and responsibilities of everyone in the group.

3- **Liasion:-**

Managers communicate with internal and external contacts.

Informational Role:

The informational role involve collecting, receiving and disseminating information. The tree informational roles are:-

1- **Monitor:-**

Manager regularly seek out information related to the organization and industry, looking for relevant changes in the environment. They also monitor the team of both their productivity and their well-being.

2- **Disseminator:-**

Managers communicate potentially useful information to the colleagues and the team.

3- **Spokesperson:-**

Manager represent and speak for their organization. They are responsible for transmitting information about their organization and its goals to the people outside it.

Decisional Role:

The decisional roles entail making decisions or choices. The fair decisional roles are:-

1- **Entrepreneur:-**

Manager creates and controls change within the organization. This means solving problems, generating new ideas and implementing them.

- **Disturbance Handlers:-**

when an organization or team hits an unexpected roadblock, it is the manager who must take charge.

3- **Resource Allocator:-**

Managers need to determine where organizational resources are best applied. This involves allocating funding, as well as assigning staff and other organizational resources.

4- **Negotiator:-**

Managers take part in, and direct important negotiations within the team, department, or organization.

Management Function:-

According to the function approch, managers perform certain activities or functions as they effectiently and effectively coordinate the work of others.

Today, these functions have been condensed to four.

1- **Planning:-**

when you think of Planning in a management role, think about it as the process of choosing appropriate goals and actions to pursue and then determining what strategies to use, what actions to take, and deciding what resources are needed to achieve the goals.

2- **Organizing:-**

This process of establishing worker relationships allows workers to work together to achieve their organizational goals.

3- **Leading:-**

This function involves articulating a vision, energizing employees, inspiring and motivating people using vision, influence, presuasion and effective communication skills.

Controlling:-

Evaluate how well you are achieving your goals, improving, performance, taking actions. And monitoring activities to ensure that they are accomplished as planned.

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The Specific Environment:

Factors and forces outside the organization &

External forces that directly impact the managers decisions and actions.

1- **Customers:-**

Organization exist to meet customers need. ~~Coust~~ Customer need and taste can change and they become dissatisfied with organization's product and services, so managers need to change their strategies according to customers need and wants.

(ii) **Supplier:-**

Manager seek needed input at lowest price. Supplier provide raw material to produce products and services. Delay or shortage of raw material can affect managers decisions and actions.

iii- **Competitors :-**

All organizations whether they are profit and non profit organizations have competitors. Manager has to provide superior value to the customer and maintain its organization performance better than their competitors.

iv- **Pressure Group :-**

Managers must consider the special interest group that influence action in organization, PETA (People for the Ethical Treatment of Animals) puts Pressure on McDonalds over its handling animals during slaughter Process.

The General Environment :-

The general environment includes the broad ecnomic, political/legal, demographic, technolgical, socio culture and global conditions. Manager must consider these functions while making their plans.

i- Economic Conditions:-

Increase and decrease in interest rate, inflation, change in national income, business fluctuation can affect management practices in organization. Manager must make decision related to its business while considering economic conditions.

ii- Political / Legal Conditions:-

National and local as well as international law can affect management decision. Each corporation is working under the state or government law, as they must follow rule and regulations. Government decision related to the trade may affect the management decision or an organization such as America ban on trade with Libyan and Iran, many American now can't sell their product to there countries which affect their businesses.

iii- **Demographic Conditions:-**

Study of human population characteristics such as age, gender, education, income, occupation and family size, change in these characteristics may affect managers actions, Plans, organizing, leading and controlling functions. Organizations must & make their strategies according to customer characteristics.

iv- **Technological Condition:-**

Most rapid change occur in technology, these technology help to produce new Products and services. Organizations must adapt new technology and train their employees according to that.

v- **Socio culture Conditions:-**

As people values, customs and tastes change, manager must also change their strateges.

vi- **Global Conditions:-**

Global Conditions are changing, terrorism, natural disaster increase day by day. Manager must make decision according to the situation around the globe, more will discuss in OB.

How External Environment affects Manager?

Understanding what the various components of the external environment are and examining certain aspects of that environment are important to managers. However, understanding how the environment ~~constrains~~ affects manager is equally as important.

There are three ways:-

1- **Jobs And Employement:-**

As any and all external environment conditions (ecnomic, demographic, technological, globalization, etc). change one of the most powerful constraints managers face in the impact of such changes on jobs and employment

both in poor conditions and in good conditions.
The power of this constraints became painfully obvious during the recent global ~~conditions~~ recession as millions of jobs were eliminated and unemployment rates rose to levels not seen in many years. Other countries face the same situation. Although such readjustment are not bad in and of themselves, they do create challanges of managers who must balance work demands and having enough of the right types of people with the right skills to do the organization's work.

2- Accessing Environment Uncertainty:-

(i) Environment Uncertainty:-

Environment Uncertainty refers to the degree of change and complexity in an organization's environment.

The first dimension of uncertainty is the degree of change. If the components ~~of~~ in an organization's environment change frequently, it's dynamic environment.
If change is minimal, it's stable one. A stable environment might be one with no new competitors, few technological breakthroughts by current competitors, little activity by pressure group to influence the organization and so forth.

(ii) **Environment ~~Uncertainty~~ Complexity :-**
The number of components in an organization's environment and the extent of the organization's knowledge about those components.

3- Manging Stakeholder Relationship:-

1- Identify the organization's external stakeholder.

2- Determine the particular interests and concerns of the external stakeholders.

3- Decide how critical each external stakeholder is to the organization.

4- Determine how to manage each individual external stakeholder relationship.

Stakeholders:-

Any consitituencies in the organization environment that are affected by an organization's decisions and actions.

Why manager manage stakeholder Relationship?

→ It can lead to improved organizational Performance.

→ Its the "right" thing to do given the interdependente of ...

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There are 8 steps in decision making process :-

1- Identify a problem:-

Every problem start with problem the difference between existing and desired conditions.

"An obstacle that makes it difficult to achieve a desired goal or purpose."

For example, Amanda is sales manager whose reps needs new laptops bcz old one are outdated for doing their job.

Now we have a problem, difference between sales reps current computers and their desired one computer, but never confuse problem with symptoms of problem. decline in sale is not a problem, it is a symptom, Problem can be poor quality of product or poor service or high price.

2- **Identify Decision Criteria:-**

Once manager have identified a problem, she/he must identify the decision criteria for solving the problem. Every decision maker has criteria guiding his or her decision even if they are not explicitly stated. Suppose Amanda decide after careful consideration, that memory, storage, display quality, warranty, battery life are relevant criteria in her decision.

3- **Allocating Weight of the Criteria:-**

Decision maker must weight the item in order to give them correct priority in decision. Simple way is to give weight "10" to most important and rest low. Of course, you could use any number as the highest weight. i.e.

Memory and storage	10
Battery	8
Warranty	6
Display Quality	4

4- Developing Alternatives :-

The fourth step is that decision maker make a list of variables that could resolve the problem. At this point alternatives are only listed, not evaluated. For example alternatives companies who sell computers.

(-) Toshiba (-) Sony
(-) Dell (-) lenovo
(-) HP (-) LG
(-) Apple (-) Acer

5- Analysis Alternatives :-

Decision maker evaluate each alternatives. Give marks to each items according to their quality from different companies.

Rank each item according to their marks or score.

6- **Selecting an Alternative:-**

The sixth step in the decision-making process is choosing the best alternative or the one that generated the highest total. Amanda would choose the Dell Inspiron because it scored higher that all other alternative.

7- **Implementing the Alternatives:-**

In the seventh step, manager put the decision into actions and fulfill the commitment to it. We know that if the people who must implement a decision participate in the process, they are more likely to support it than if you just tell them what to do.

8 **Evaluating Decision Effectiveness:-**
last step involves evaluating the outcomes or result of the decision to see if the problem was rsolved, if evaluation show problem still exist then manager need to asses what went wrong? was the problem incorrectly defined? were error in choosing the alternatives.

Types Of Decisions And Decision Making Conditions:-
Such situations are not all that unusual. Managers in all kinds of organizations face different types of problems and decisions as they do their jobs. Depending on the nature of problem, a manager can use one of two different types of decisions.

Structured Problem And Programmed Decision:-
Some problems are straightforward.

The decision maker's goal is clear, the problem is familiar, and information about the problem is easily defined and complete. Example might include when a customer returns a purchase to a store, when a supplier is late with an important news team's response to a fast-breaking event, or a college's handling of a student wanting to drop a class. Such situation called structured problem. because they are straight-forward, familiar and easy defined.

Programmed decision are repetitive in nature. Such decisions deal with simple, common, frequently occuring problems that have established procedures. For example, making purchase orders, sanctioning of different types of leave, increments in salary etc.

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Types of Programmed Decision:—

There are three types:—

1- **Procedure**:—

A procedure is a series of sequential steps a managers uses to respond to a structured problem.

The only difficulty identifying the problem. Once it's clear, so is the procedure. The Purchasing manager knows how to make decision by following the established purchasing procedure.

2- **Rule**:—

A Rule is an explicit statement that tells a manager what can or cannot be done. Rules are frequently used because they are simple to follow and ensure consistency.

For example, rules about lateness and absenteeism permit supervisors to make disciplinary decision rapidly and fairly.

3- **Policy:-**

The third type of programmed decisions is a policy, which is a guideline for making a decision. In contrast to a rule, a policy established general parameters for the decision maker rather than specifically stating what should or should not be done. policies typically contain an ambiguous term that leaves interpretation up to the decision maker. Some policies statements are:-

→ The customer always comes first and should always be satisfied.

→ We promote from within, whenever possible.

→ Employee wages shall be competitive within community standards.

Unstructured Problem And Nonprogrammed Decision:—

Not all the problems managers face can be solved using programmed decisions. Many organizational situations involve unstructured problems, which are problems that are new or unusual and for which information is ambiguous or incomplete. Whether to build a new manufacturing facility in china is an example of an unstructured problem.

When problems are unstructured, managers must ~~rela~~ rely on nonprogrammed decision making in order to develop unique solutions.

Nonprogrammed decisions are unique and nonrecurring and involve custom-made solutions.

Difference between programmed And Nonprogrammed Decision.—

characteristic	Programmed Decision	Nonprogrammed Decision
Type of problem	Structured	Unstructured
Mangerial level	Lower levels	Upper levels
Frequency	Repetitive, routine	New, unusual
Information	Readily available	Ambiguous/incomplete
Goals	Clear, specific	Vague
Time frame for solution	Short	Relatively long
Solution relies on	Procedure, rules, policies	Judgement & creativity

Decision-Making Conditions:-

When making decisions, managers may face three different conditions: certainty, risk and uncertainty.

1- **Certainty:-**

A situation in which a manager can make accurate decisions because all outcomes are known.

For example, when North Dakota's state treasurer decides where to deposit excess state funds, he knows exactly the interest rate being offered by each bank and the amount that will be earned on the funds. He is certain about the outcomes of each alternatives. As you expect, most managerial decision are not like this.

Risk :-

An explicit statement that tells managers what can or cannot be done.

A condition in which the decision makes is able to estimate the likelihood of certain outcomes. Under, risk, managers have historical data from past personal experiences or secondary information that lets them assign probabilities to different alternatives.

When new and unfamiliar problems arise, nonprogrammed decisions are specifically tailored to the situations at hand.

Risk exist when the individual has some information regarding the outcome of the decision but does not know everything when making decision.

Let us consider the case of a company that has four contract proposals it is interested in bidding on. If the firm obtains any one of these contracts it will make a profit on the undertaking. However, because only a limited number of personnel can devote their time to putting bids together, the firm has decided to bid on one proposal only - one that offers the best combination of profit and probability that the bid will be successful. This combination is known as the expected value.

Uncertainty :-

A situation in which a decision maker has neither certainty nor reasonable probability estimates available. Manager do face decision-making situations of uncertainty. Under these conditions, the choice of alternatives is influenced by the limited amount of available information and by the psychological orientation of the decision maker.

Two types of managers are-

Optimistic Manager.-

A person who is declined to be hopeful and to expect good outcomes: someone who is given to optimism. The optimists have faith that no matter how avaricious the age, literature will endure. An optimistic manager will follow a maximax choice.

Pessimists Manager.-

A person who tends to see the worst aspect of things or believe that the worst will happen. A pessimist will follow a maximin choice (maximizing the minimum possible payoff). A pessimistic attitude is not very hopeful, shows little optimism, and can be a downer for everyone else.

Managers make decisions based on ethical value of culture.

Q:- Decision making Biases and errors?

when managers make decisions not only do they use their own particular style but many use 'rules of thumb' or heuristics that managers use to simplify decision making.

Seven common decision making biases and errors are as follows

(i) over-confident
(ii) selective perception
(iii) Confirmation
(iv) Sunk costs
(v) Escalation of commitment
(vi) self-serving
(vii) Hindsight

(1) Over-confident bias:-

Decision makers tend to think they know more than they do or

or hold unrealistically positive views of themselves and their performance.
For example, A sales managers brags that his presentation was so good that there is no doubt the sale will be his but later he lost the sale.

(2) Selective perception Bias:-
Decision makers selectively organize and interpret events based on their biased perception. This bias influences the information they pay attention to, the problem they identify, and the alternatives they develop.
For example, before John meets with two job candidates, he learns that one went to his alma mater. He does not seriously consider the other job candidate because he believes that graduating from the

same university as he did makes the first candidate superior.

(3) Confirmation Bias:-

Decision maker seek out information that reaffirms their past choices and discount information that contradicts past judgments.
For example, pierre continues to give business to the same supplier, even though the supplier has been late on several deliveries. pierre thinks the supplier is a nice person, and the supplier keeps promising to deliver on time.

(4) Sunk-cost error:-

Decision maker forget that current choices cannot correct the past. They keep on investing times on their past expenditure rather than focussing on future consequences.
For example,

of dollars and several months introducing new procedures for handling customer complaints. Both customers and employees are complaining about the new procedures. Hakan does not want to consider the possibility that the procedures are needlessly complicated because of the investment in time and money he has already made.

(5) Escalation of commitment error:

Decision in which an increased commitment to a previous decision despite evidence that it might have been wrong.

For example, sticking with a job that you hate is certainly an instance of escalation of commitment. You know that quitting and looking for a new job is an option, but you've invested so much time and effort into you roll that it's difficult to face the idea of just leaving.

(6) Self-serving bias:-

Decision maker take credit for their success and blame failure on outside factors.

For example, A manager dismisses his team effort when he wins a contract.

(7) Hindsight Bias:-

When decision makers say that they would have predicted the results of any event after the event outcome is already them.

For example, a person believing they predicted who would win an election or sporting event.

Types of Plans

The various types of plans are as follows

1. Breath
2. Time frame
3. Specificity
4. Frequency

1. Breadth

↳ Strategic:- The plans that apply to the entire organization, establish the organization's overall goals. Strategic plans tend to cover a longer time frame. It also include the formulation of goals.

↳ Operational plans:- Operational plans are about "how things need to happen" The plans that specify the details of how overall goals are to be acheived are called operational goal. It define the way to acheive the goal. Operational plan tend to cover short time period.

2. Time frames-

↳ Long-term plans- Those plans that have time frame beyond three year. It determines the actions needed to acheive strategic goal. Also known as progressive planning

Eg.- You have a long-term plan to double your sales within the next five years.

↳ Short-term plannings- Also known as activity planning These are plans with a time frame of year or less. It eveluate your

progress in the present and creates an action plan to improve performance daily.
E.g.:- A company may decide that it will increase sale by 10% over the next year.

3. Specificity

↳ Specific plans:- Specific plans are the plans that are clearly defined and leave no room for interpretetion. They have clearly defined goals. There is no ambuguity and no problem with misunderstanding.

↳ Directional plans:- Directional plans are flexible plans that set out general guidelines. Such plans are preferable in a dynamic environment where management must be flexible in order to respond the unexpected changes.

4 **Frequency of use:-**

↳ Standing plans:- They are ongoing plans because they focus on organizational situation that occur repeatedly. Standing plans include rule, procedure and policy. it provide guideline for the course of actions taken in the company to acheive goals.

↳ Single use:- It is a one time plan specifically designed to meet the needs of unique situation. These plans are formulated again according to the situation for the next time.

2. elements of organization Design.

Organization Design is a process for shaping the way organizations are structured and run. There are six elements involve, which we are going to discuss.

Work Specialization

division of labor

i. Dividing the work activities in to separate job tasks.

2. employee specialize in doing a part of activity, rather than doing entire activity to increase output. It is also known as division of labor.

Departmentalization.

↳ How Jobs are groups together is called departmentalization.

↳ There are different department(finance, marketing,

chain of command

The Chain of command is the line of authority, extending from upper organizational level to lower level.

It helps employee with questions such as "who do I report to"? And "why do I go if I have a problem"?

To understand chain of command we have to study 3 concept.

i, Authority

ii Unity of command

iii Responsibility

i. Authority:-
It refers to the right in a managerial Position to tell people what to do.

ii. Responsibility:-
Employee assume an obligation to perform duty.

iii. Unity of command:-
Employee should response to one authority.

4 span of control
How many employees can manager efficiently and effectively manage this is span of control.
Traditional view that managers could not and should not supervise more than 5 or 6 subordinates.
Today there is no magic number. How many employee manager can supervise depend on its skills and abilities. Technology also play

important role in supervision now aday.

5. Centralization and Decentralization.

i Centralization

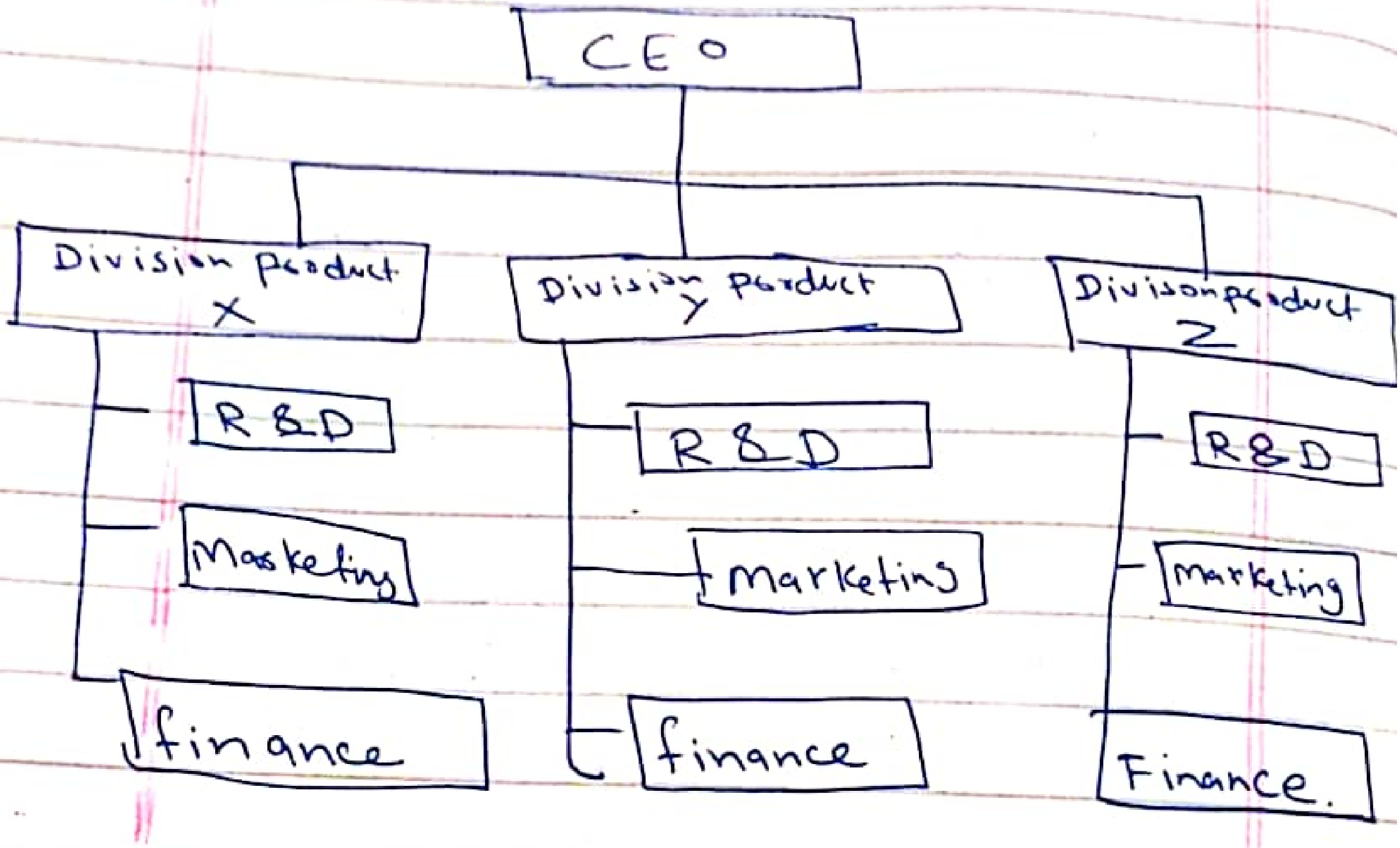
The degree to which desision making in concentrated at upper level of the organization. In centralization system top manager makes key desision.

iii Decentralization:-

The degree to which lower level employee provide input or let them ~~par~~ participate in a decision making. Today there is an concept on empowerment.

6. Formalization:-

Formalization refers to how standardized an organization's job are and the extent to which employee behavior is guided by rules and procedures.



2. Contemporary Organizational

i Team structure

↳ An organizational structure in which entire orgnization is madeup of team or work group. Empolyee are more involved and empowered, Reduce barriers, among functional areas.

↳ They are less hierarchical and only they have flexible

structure that reinforce problem
↳ solving problem, decision making
and team work.

ii) Matrix Structure

↳ An organizational structure that assign specialist from different department or functional area to work on project but return back to their area when project is completed.

↳ For example, a project or task team established to develop a new product might include engineers and design specialists as well as those with marketing, finical, personnal and product skills.

↳ Flexible design fact decision making but conflict exist among individuals.

iii Project structure

A structure that ~~design~~ assigns specialists from different functional area and they continue together on various project. such organization work on projects.

iv Boundaryless style

Boundary less style organizations are defined specifically by a lack of structures, includes virtual and network type organization Utilize talent wherever its found. Lack of control.

Internal:

i. Horizontal boundaries:.

Horizontal boundries imposed by work specialization and departmentalization.

ii Vertical boundaries created by separating employees in to organizational levels and hierarchies.

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"History of Management"

1st page.

I Management is not a "new practice" It has been practiced for a long time.

II "Management functions" planning, organizing (ترتیب دینا) leading and controlling have been existed for thousands of years

III Best example of the management are the "Egyption pyramids" and "Great wall of china"

IV Construction of Single pyramid needed more than 100,000 workers and 20 years duration.

L Who told workers what to do and how to do? Answer is Manager. Maybe at that they didn't name the manager that Person.

"Two Significant Event" in M+P.

1- Adam Smith:-

⇒ In 191776 he published "The wealth of Nation"- an important work of Economic and Social Theory by Adam Smith. He analyzed the relation between the "work" and the productions of the "nations health".

⇒ He support and recommanded the idea of "Division of labor" (Job specialization) to increase the productivity.

⇒ Division of labour: The seperation of a work process into a number of tasks with each task performed by a separate person or a group of persons.

⇒ His book wealth of nation did add changes in managment

(2) Industrial Revolution:- (يعني الانقلاب)

⇒ was a transition to new manufacturing process in Europe and united states. in the period from about 1760 to sometime between 1820 and 1840.

⇒ Human power change into machine power.

⇒ Substitute machine power for labourer, making it more economical to manufacture goods in factories them at home.

⇒ In little output and input comes through industrial Revolution.

"Contribution of fredrick, Winslow, Frank Gilberth and Linian Gulberth"

(i) "Classical Approch"

1- Fredrick Winslow Taylor-(March 20-1856-21 March 1915)

⇒ Fredrick was an American mechanical Engineer known as Father of Scientific Management published Principles in 1911.

⇒ He discussed four Principles-

1- Develop a science for each elements of an individuals work to replace the old rule of thumb method-

Old Rule of thumb method Refers to a Principles with broad application that is not not intented or reliable for every situation.

⇒ 2:-

1- Scientifically, Select and then train, teach and develop work-

2- Heartly cooperate with workers so, as to ensure what all work done-

3- Divide work and responsibilities almost equally between management workers-

- **Henri Fayol:-**

The Administrative theory of management was first generalized by henri fayol (1841-1925) with his work and publications. Fayol's 14 Principles of Management (1888) and General Administration Theory (1916).

- **General administrative Theory:-**

Administrative Theory is characterized by People "on the ground" who shares personal experiences improve practices, and help others to run an organization. This Scientific management School led by Frederick Taylor, which experimented with how individuals work to boost Productivity.

Fayol's administrative management theory can be described as an approach to management and increasing productivity by emphasizing organizational structure and human behavior.
Fayol's Theory is grounded in the five functions that represents management:

(1) Planning
(2) Organizing
(3) Leading
(4) Command
(5) coordination
(6) Control

There should be a direct Line of authority from the top of the corporate hierarchy to the bottom, so that any employee can contact a

Frank and Linian Gilbreth:-
was a Construction contractor and Linion was a psychologist-

They believed in regulation (order) and consistency (ثبات/ اتزان) in the work place-

They both focused on increasing work Productivity by eliminations inefficient hand and body motions-

Henry fayol contribution to management Theories?

Henry Fayol:-
A French industrialist (صناعي) is now recognized as the Father of Modern Management-
-In the year 1916 - He wrote a book entitled "Industrial and General administration-"

In this book he gave 14 principles of Management-

1- "Division Of WORK"
Specialization increase output by making employees more efficient-

2- "Authority"
Manager must be able to give orders-

3- "Discipline"
Employ must obey and respect the rules that

govern the organization.

4) Unity of command

Every employ should recieve errors from only Superviser.

5) Unity of direction

The organization should have a Single plan of action to guide managers and workers.

6) Subordination

Organization should have a single plan of action to guide managers and workers.

3) Remuneration

Workers must be paid a fair wage for their Services.

8) Centralization

The term refers to the degree to which subordinates are involved in decision making.

9) Scalar chain

The line of authority from top management to the lowest rank is the scaler chain.

10) Order

People and materials Should be in the right place in the right time.

11) Equity

Managers should be kind and fair to their subordinates.

12) Stability

Management should provide orderly personna planning and ensure that replacements are avaliable to fill Vacancies.

13) Initiative

Employees allowed to originate and carryout plans will exert high level of effort.

14) Espire de crops

Promoting team spirit will build harmony and unity within the organization.

(iv) Quantitative Approach

→ Also called operations management or management of science. Evolved from mathematical and statistical, developed to solved world war 2 military. logistics and quality control program.

→ To management involves the use of quantitative techniques, such as statistics, information models and computer simulations to improve decision making-

(Relation, behavior)

3- Behavioral Approach

The Behavioral management focuses on humans relations and employ well-being - Rather than simply setting tasks and demanding that they be completed, the behavior style managers helps create conditions that keep workers satisfied and motivated-

(framework, Perspectives)

4. Contemporary Approach

Contemporary approches to Management provides a framework of management pratices based on more recent trends. Such as Globalization theory 2 concepts, Makinsays 7-S approch- excellence models productivity and Quality issues etc.

Chester Barnard 1930s
Robert Owen 1700s Chap#1.
Hugo münsterberg 1900s.

Early Advocates of OB

Chester Barnard:- 1930s:-

- Actual manager who thought organizations were social systems- that required cooperation-
- Believed managers job was to communicate and stimulate employee's high level of effort-
- First to argue the organization were open systems-

Robert Owen:- 1700-lates

- Concerned about deplorable working conditions-
- Proposed idealistic workplace-
- Argued that money spent improving labor was smart investment-

Hugo Munsterberg:- early 1900s

- Pioneer in field of Industrial Psychology scientific study of People at work-
- Suggested using Psychological test for employees selection, learning theory concepts for employees training and study of human behavior for employees motivation-

Mary Parker Follett:- Early 1900s

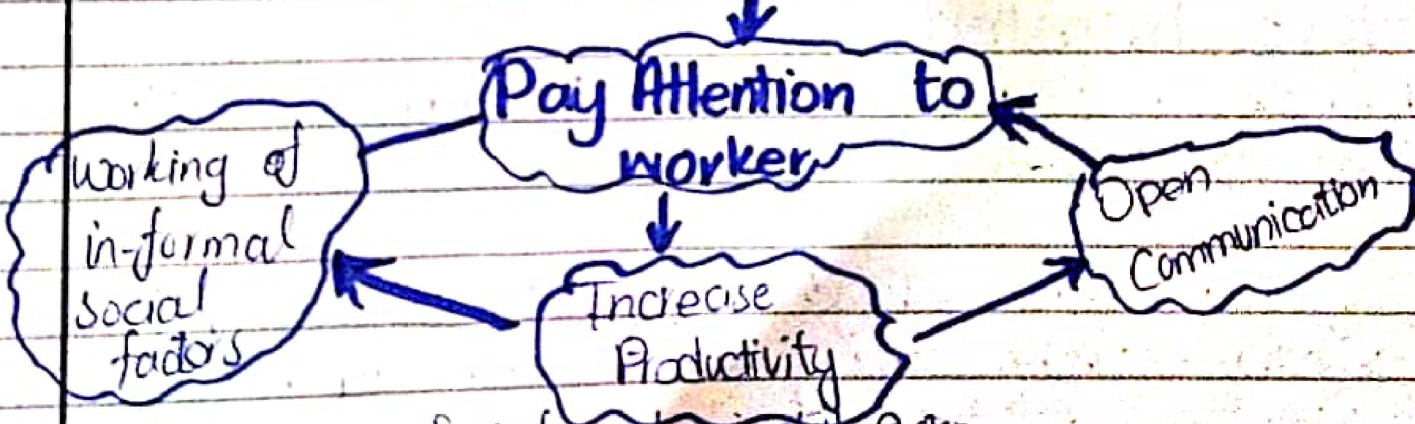
- One of the first to recognize that organization could be viewed from perspective of individuals and group behavior-
- Proposed more People-oriented ideas than Scientific managment followers.
- Thought organizations should be based on group ethic-

Hawthorne Studies defined:-

- As series of experiments in which the output of the workers was observed to increase as a result of improved treatment by their managers-

=> Name of their site, at the Western Electric Company plant in Hawthrone, illinois-

The Hawthorne Studies



① Waking of informal social factor-
② Increas productivity
③ Open Communicatin.