Ch 1 "Managers"

LiNA.Morrar

- Why are managers important ?

- Their managerial skills and abilities
- Critical to getting things done
- The relation ship between employees and their supervisors

- Who is a Managers ?

managers: Someone who coordinates and oversees the work of other people so that organization goals can be accomplished

Non-managerial employees: employees who do not manage thing/someone
- No one reporting to them

⇒ Managers may also have work duties not related to coordinating the work of other people → Single person / Department group

- Levels of Management ? Classified of managers.

1. First-line managers (supervisors)
Managers at the lowest level of management, who manage the work of nonmanagerial employees
2. middle managers (division manager, regional managers, project leader)
Manage the work of first-line managers. between the lowest and top of the organization

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(Chief EO) (COO)

[3] Top Managers (vice president, President, managing director)

Managers at or near the upper levels of the organization structure who are responsible for making organization-wide decisions, and establishing the goals and plans that effect the entire organization

مسؤولين [1] اتخاذ القرارات الخاصة والواسعة للمنظمة

[2] انشاء الاهداف والخطط التي تؤثر على المنظمة بأكملها

Where do managers work? work in organization

Organization :- deliberate arrangement of people assembled To accomplish some specific purpose (individuals independently could not accomplish alone) ترتيب متعمد للاشخاص المجتمعين لتحقيق غرض معين (لا يمكن للافراد انجازه بمفردهم)

Organization have 3 common Characteristics :-

[1] Have a distinct purpose (goals) لديها اهداف محددة/معروفة

[2] Are composed of people (employees) group عدد من الموظفين

[3] Deliberate Structure هيكل/بناء متعمد

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- What Do Managers Do ?

(Management)is involves coordinating and overseeing the work activities of others, so their activities are completed efficiently and effectively

كفاءة — على نحو فعال

* تتضمن التنسيق والاشراف على نشاطات الآخرين لتحقيق الانتهاء من انشطتهم بكفاءة وفعالية .

① Good management (efficient and effective) أسلوب تحقيق الاثنين

② Poor management (inefficient and inefficient)

- Efficiency V/S Effectiveness

كفاءة — فعالية

الوسائل (Means) — النتائج (ends) result

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

انتاج كمية كبيرة من السلع مقابل تكاليف منخفضة

low waste ← less resource + time

واقل وقت

↳ High efficiency

- Doing the right things
- Attaining organization goals
- doing those work activities that will result in achieving goals

كل النشاطات التي تؤدي لتحقيق الاهداف

تحقيق الاهداف ← High goal Attainment

High Effectiveness

- Resourse :

1. Labor 2. Capital 3. information, 4. raw materials 5. time

العوامل

The Four management Functions — yesterday → Henri Fayol → Five functions

التخطيط — التنظيم — القيادة — الرقابة — Today → 4 Functions

[1] planning ⇒ • set goals • establishing strategies to achieve goals

• developing plans to coordinate activities.

تطوير الخطط لتنسيق النشاطات

ex ⇒ increase sale by 15%, new market, advertising

[2] Organizing ⇒ Arranging and structuring work to accomplish organizational goals (what task, who will do it)

ترتيب وتنظيم العمل لتحقيق اهداف التنظيم

line of authorities خط السلطة

من يعطي الاوامر

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[3] Leading (توجيه/قيادة) => Working with and through people to accomplish goals العمل مع ومن خلال الناس وتوجيههم لتحقيق أهداف

[4] Controlling (التحكم) => monitoring (مراقبة), Comparing (مقارنة) and correcting work performance. وتصحيح أداء العمل

Henry Mintzberg

Management Roles (أدوار إدارية) :-

=> Specific actions or behaviors expected of and exhibited by a managers. أفعال وسلوكيات محددة متوقعة وتظهر من المدير

=> 10 managerials Roles in three groups

[1] Interpersonals roles (الأدوار التعاملية الشخصية) => duties and people الأدوار التي تتعامل مع الناس

- Figurehead => يمثل/يترأس يوقع ... ما يدخل بالتعامل الأدوار الرسمية
- leader =>
- liaison => Networking => تشبيك outside contact تعامل مع الأطراف الخارجية

[2] Informational roles (الأدوار المعلوماتية) => Collecting, receiving and disseminating information. الأدوار التي تركز على جمع المعلومات

- Monitor يراقب يقوم بجمع معلومات داخلية وخارجية المؤسسة
- Disseminator => الشخص الذي ينقل المعلومات المهمة في الشركة
- spokesperson => الناطق الرسمي (اعلام شبكة)

[3] Decisional roles (أدوار القرارات) => that revolve around making choices

- Entrepreneur => Thinking out of the box يفكر خارج الصندوق
- disturbance handler => يعالج الأمور
- resource allocator => كيفية توزيع الموارد على الموظفين
- negotiator => مفاوض/يتكلم/يتفاوض

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Management skills (Robert Katz) → 3 Skills

[1] Technical skills
Job-specific knowledge and techniques needed to proficiently perform work tasks
⇒ tend to be more important for First-line managers
↳ because they manage employees (non-managerial employees)

[2] Human skills (Interpersonal skills) communication skills
The ability to work well with other people individually and in a group
⇒ equally important to all levels of management
↳ because all managers deal with people

[3] Conceptual skills (Think out of the box)
The ability to think and to conceptualize about abstract and complex situation
⇒ are most important to Top Managers

Changes Facing Managers

Changes	→	Impact
[1] Changing technology	→	Social media
[2] Changing Security Threats	→	Risk management
[3] Managerial Ethics	→	Sustainability
[4] Increased competitiveness	→	Innovation

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How managers manage is Changing:

Highlite Four of these Changes:

* اهمية الزبائن في عمل المدراء

[1] Importance of customers to the Manager's JoB

Customers: the reason that organization exist without them most organization would cease to exist.

* الزبائن سبب وجود المنظمات وبدونهم معظم المنظمات ستتوقف عن الوجود

⇒ Managing customers relationships is the responsibility of all managers

* إدارة العلاقات مع الزبائن مسؤولية جميع المديرين والموظفين

⇒ Consistent high quality customer service is essential for survival

* لابد من وجود خدمات عالية الجودة للعملاء من اجل البقاء

[2] Importance of social media

Forms of electronic communication through ~~which~~ which users create online communities to share ideas, information, personal messages, and other content

* أشكال الاتصال الالكتروني التي ينشئ المستخدمون من خلالها شبكات الكترونية لتبادل الافكار والمعلومات والرسائل الشخصية وغيرها من المحتويات

[3] Importance of Innovation الابتكار

means ⇒ exploring new territory, taking risks and doing thing differently

* استكشاف مجالات جديدة اخذ المخاطر وفعل اشياء مختلفة / نفس الشيء ولكن غيرت الطريقة

⇒ managers should encourage employees to be aware of and act on opportunities for innovation

* ينبغي للمديرين تشجيع الموظفين على ادراك فرص الابتكار

[4] Sustainability الاستدامة

* قدرة الشركة على تحقيق اهدافها التجارية

⇒ 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

* زيادة قيمة حملة الاسهم على المدى البعيد من خلال دمج الفرص الاقتصادية والبيئية والفرص الاجتماعية في استراتيجيتها التجارية

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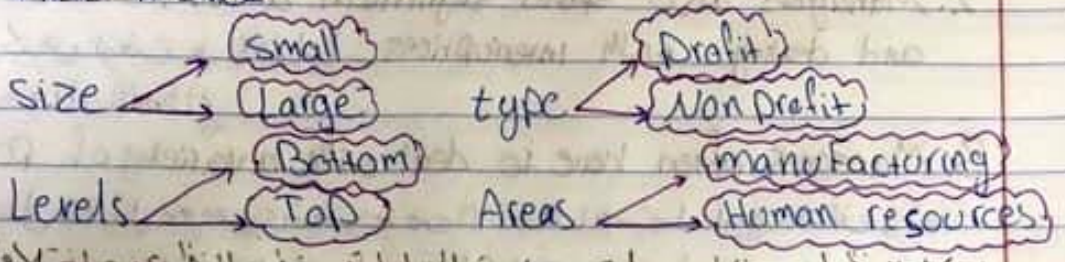
Why Study management?

1. The Universality of Management (عالمية الإدارة)
   ⇒ The reality that management is needed in all Types and sizes of organizations, at all organizational levels, in all organizational areas, and in organizations no matter where located.



* كل المنظمات والمؤسسات بحاجة الى إدارة بغض النظر عن اختلافها في الحجم والنوع وعلى جميع المستويات بكل وحدة وكل فرد تتطلب إدارة

2. The Reality of work واقع العمل ← حقيقة الواقع والعمل
   another reason for studying management, After graduation students will → manage / be manage
   يكونوا مدراء / يديرهم
   وبالتالي لأي حد يقرر أنه يكون مدير، سيتكل فهم الإدارة بناءً على معارفهم ومهاراتهم الإدارية

- Rewards and Challenges of Being a manager

II Rewards المكافآت / الفوائد

1. responsible for creating a productive work environment
   * مسؤول عن تهيئة بيئة عمل منتجة.
2. receive recognition and status in organization and community
   * الحصول على الاعتراف والمركز (المكانة) في المنظمة والمجتمع المحلي.
3. Attractive compensation in the form of salaries, bonuses and stock options. تعويض جذاب في شكل مرتبات ومكافآت وخيارات للمخزون.

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4. Work with a variety of people. * العمل مع مجموعة متنوعة من الناس لاكتساب مزيج العلوم والمهارات المتنوعة

5. Help others find meaning and fulfillment * مساعدة الآخرين في العثور على المعرفة والوفاء.

Challenges التحديات/مساوئ

1. Do hard work

2. Managers also spend significant amounts of time in meetings and dealing with interruptions * وأيضاً قد يكرس الوقت في الاجتماعات والتعامل مع حالات الانقطاع

3. Managers often have to deal with a variety of personalities * مجبور على التعامل مع مجموعة متنوعة من الشخصيات بأساليب مختلف وطريقة تفكيرهم وعملهم مختلفة فالمدراء عليهم تقبل كل هذه النوعيات.

4. Success depends on other work performance * النجاح يعتمد على أداء الآخرين للعمل.

5. May have duties that are more clerical than managerial * قد تكون لها واجبات كتابية أكثر من الإدارة.

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