Ch 1.a (Management History)

* Early Management

- Management has been practiced a long time, the most interesting example (Ancient Management) → الإدارة القديمة

[1] Egyption Pyramids / Great wall of China

Managers ⇒ Someone had to plan what was to be done

⇒ organize people and materials to do it, Make sure those workers got the work done, and impose ⇒ some controls to ensure that everything was done as planned

[2] Adam Smith (The wealth of nations) 1776

⇒ division of labor (Job specialization)

That is, breaking down Jobs into narrow and repetivite tasks.

advantages → (increased productivity) (Saving time) (increase workers skills)

[3] Industrial Revolution الثورة الصناعية

→ when machine Power was substituted for human Power

→ Created large organizations is need of management.

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* Four major approaches to management theory :-

[1] Classical Approach → اول دراسة اهتمت بالـ management

First studies of management, which emphasized efficiency rationality and making organizations and workers as efficient as possible.

⇒ Two major theories comprise the classical approach :

[1] Scientific Management (contributers) → Frederick W. Taylor
Frank and lillian Gilbreth (husband-wife team)

[2] general administrative theory (contributers) → Henri Fayol
Max Weber

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[1] Scientific Management :-

First one → Frederick Taylor's ⇒ (The father) of scientific management

- Scientific Management → an approach that involves using the scientific method to find the "one best way" for a job to be done

- Pig iron experiment (output 12.5 tons)

Four principles

- Taylor succeeded in getting that level of productivity

① Putting the right person on the job with correct tools and equipment
② Having the worker follow his instructions exactly
③ motivating the workers with an economic incentive → تحفيزهم

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→ Frederick Taylor's Principles

Four principles of management ⇒ would result in prosperity for worker and manager

[1] Develop a science for each element of an individual's work to replace the old rule- of thumb method

[2] Scientifically select and then train, teach and develop the worker

[3] Heartily Cooperate with the workers to ensure that all work is done in accordance with the principles of the science that has been developed

[4] Divide work and responsibility almost equally between management and workers. Management does All work for which it is better suited than the workers.

Second one → Frank and Lillian Gilbreth

⇒ Psychologist, (studied work to eliminate inefficient hand and body motions)

⇒ eliminate wasteful motions.

- his experiments in reducing the number of motions in bricklying

conclutions → laying exterior from 18 → 5
and interior brick from 18 → 2
↳ more Productive and less fatigued at the end of the day

First device ⇒ Microchronometer → record worker hand and body motions and the amount of time spent doing each motion

hand + body

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Second Advice => therbligs

- a classification scheme for labeling basic hand motions.
- (label 17 basic hand motions)

⇒ This scheme gave the Gilbreths a more precise way of analyzing a workers exact hand movement

[2] General Administrative Theory — Max Weber

⇒ An approach to management that focuses on describing

① What managers do and what constitutes good management practice.

① Henri Fayol ⇒ Five functions ⇒ planning, organizing, commanding, coordinating, controlling.

(attention was directed at the activites of all managers)

↳ Taylor concerned with first-line managers and the scientific method

- Principles of Management ⇒ Fayol develop 14 principles

Fundamental rules of management that could be applied in all organizational situations and thought in schools

[1] Division of work:- Specialization increase output by making employees more efficent (Job Specialization)

[2] Authority:- managers must be able to give order, authority gives them this right

[3] Unity of command:- Every employees should receive orders from only one superior

[4] Centralization:- This term refers to the degree to which subordinates are involved in decision making

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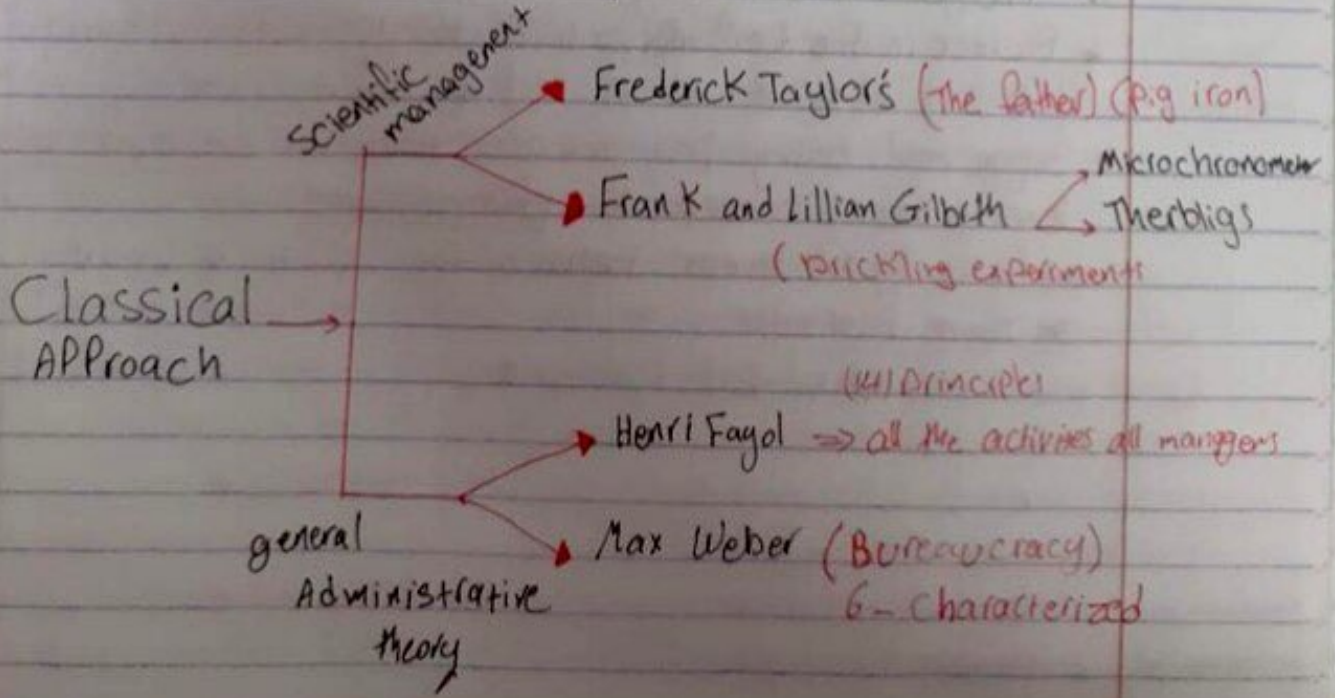
② Max Weber (Bureaucracy)

- German Sociologist
- developed a theory of authority structures, and described organizational activity based on authority relations.
- He described the ideal form of organizations as (bureaucracy)

* a form of organization characterized by (A bureaucracy should have)

[1] Division of labor. ⇒ Jobs broken down into simpled
[2] Authority Hierarchy. ⇒ organized in a hierarchy with a clear Chain
[3] Formal Selection ⇒ selected employees based on technical qualifications
[4] Formal rules and regulations. ⇒ written rules and standers
[5] Impersonality. ⇒ Uniform application of rules and controle (not according to personalities)
[6] Career Orientation ⇒ managers are not owner of units they manages



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2 Behavioral Approach (النهج السلوكي)

- Organizational behavior (OB) سلوكيات المؤسسات
  ⇒ The study of the actions of people at work
  ① motivating ② leading ③ building trust ④ working with a team

⇒ Early OB Advocates الدعاة الذين اهتموا في سلوكيات العمال
- Robert Owen
- Hugo Munsterberg
- Mary Parker Follett
- Chester Barnard

They said ⇒ Importance of people to an organization's success
(The most important Assets)

① Robert Owen

- Concerned about deplorable working conditions قلق بشأن ظروف العمل السيئة/المزرية
- Proposed Idealistic work place بيئة عمل مثالية/مرجع
- Argued that money spent improving labor was smart investment
لـ اي استثمار يستخدمونه لتطوير وتحسين بيئة الموظفين هو استثمار ذكي وناجح

② Hugo Munsterberg

- Pioneer in Field of industrial Psychology – scientific study of people at work رائد في مجال علم النفس الصناعي - الدراسة العلمية للناس في العمل
- Suggested using psychological tests for employee selection, learing theory concepts for employee training ① اقترح استخدام اختبارات نفسية للناس من أجل توظيف الموظفين
  and study of human behavior for employee motivation ② مفاهيم نظرية التعلم لبرامج تدريب الموظفين
  ③ دراسة السلوك البشري لتحفيز الموظفين

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③ Mary Parker Follett

- one of the First to recognize that organizations could be viewed From perspective of individual and group behavior
- Proposed more people-oriented ideas than scientific management followers.
- Thought Organizations should be based on Goup ethic

④ Chester Barnard — social system / communicate / stimulate / open system

- actual manager who though organizations were social systems that required cooperation
- Believed managers job was to communicate and stimulate employees high levels of effort.
- First to argue that organizations were open systems.

⇒ Hawthorne studies (1920s and 1930s)

a series of studies during 1920s and 1930s that provided new insights into individuals and group behavior

To examine the effect of various lighting levels on worker Productivity.

- Control group ⇒ Working under a constant intensity
- Experimental group ⇒ Exposed to various lighting intensisites

⇒ high outcome

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* productivity decrease was observed in the experimental group only when the level of light was reduced to that of a moonlit night
انتاجية تقل الإضاءة وأقل من الإضاءة كانت decreased ← عندما كان مثل ضوء القمر حيث كانت أقل إضاءة

- Elton Mayo => (Harvard professor)
his associates to join the study as consultant
← ارتباطه بالدراسة كونه من المستشارين
he looks at => افتراضات ويلتون بالنسبة للدراسة
① redesigning jobs إعادة تصميم الوظائف الموجودة
② Changes in workday and workweek ~~length~~ length تغيير طبيعة العمل والأيام الدوام
③ introduce rest periods وقت استراحة
④ Change in wage plan of Group and individuals
← تغيير خطة الأجور على المستوى الفرد والمجموعات
* كل هاي التغيرات والافتراضات والتحفيز ما أثر عليهم كان (incentive plan)
less effect مردود سلبي على الانتاج
=> researchers concluded that => Social norms or group standards were key determinants of individual work behavior
⇐ العادات الاجتماعية في أحد لسلوكية عمل الأفراد وهي أهم من تحفيزات المالية

استخدام طرق قياسية

3-Quantitative Approach

=> The use of quantitative techniques to improve decision making.
=> known as management science اسمها الثاني
=> evolved from mathematical and statistical solution
وهي اليابان خلال استخدام الحلول الأكثر احتمالية رياضيا في الحرب في التحليل
=> Group of military officer (whiz Kids)
↳ joined Ford Motor Company, they began using statistical methods and quantitative models to improve decision making
⇐ في الحرب كانوا جنود عسكريين الهدف وتحسين قرارات العسكريين
دخلوا على شركة (فورد موتور) ولبسوا يستخدموا هاي الطرق والحلول الاحتمالية ورياضية
ادخلوها في إدارة الشركات، وبتوفي الشركات لتطوير اتخاذ القرارات

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- Total quality management or (TQM) وإدارة الجودة الكلية

⇒ A philosophy of management that is driven by continuous improvement and responsiveness to customer needs and expectations. ⇐ فلسفة الإدارة / ① التحسين المستمر / تطوير ② الاستجابة لحاجة الزبائن والتوقعات

① Joseph M. Juran ② W. Edwards Deming

⇒ TQM was inspired by a small group of quality experts ← إدارة الجودة الكلية مستوحاة من مجموعة بسيطة من الخبراء في مجال الجودة

ج (خبراء الجودة) / الشركات اليابانية كانت أول مستفيد وتطبق الجودة ومن ثم انتقل إلى الشركات الأمريكية

معلومة عامة

⇒ What is Quality Management التركيز على الزبون

① Intense focus on the customers الزبون الخارجي هو من يشتري منتجات وخدمات الشركة

customer → outside ⇒ who buy the organization products or services

→ internal customers ⇒ who interact with and serve others in the organization. ← هو موظف يصنع ويشتري من اشتغل

② Concern for continual improvement يهتم بالاستمرار التطوير

→ QM is a commitment to never being satisfied التزام لتطوير الجودة لا يستقر

→ "Very Good" is not good enough جيد / التقييم الممتاز للجودة غير كافي

→ quality can always be improved لازم استمرارية في التطوير الدائم

التركيز على العملية / كيف نتم العمل

③ Process focused ⇒ QM focuses on work process as the quality of goods and services is continually improved ← إدارة الجودة تركز على عملية الانتاج والعمل من نقطة إدخال الموارد input حتى الوصول للنتيجة والهدف والمنتج (output)

④ Improvement in the quality of every thing the organization does. ← جودة البيئة والخدمات متطورة باستمرار تطوير وتحسين في البيئة

⇒ relates to final products, How the organization handles deliveries, How rapidly it responds to complaints, How politely the phone are answered and the like. ← يعتمد على المنتج النهائي / كيفية توصيل البضائع / كيفية التواصل مع الزبائن، كيف أرد على الاتصالات، كيف أتعامل مع الشكاوى

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⑤ Accurate measurement ⇒ QM uses statistical techniques to measure every critical variable in the organization's operation
⇒ these are compared against standards to identify problems trace them to their roots, and eliminate their causes.

⑥ Empowerment of employees
QM involves the people on the line in the improvement process
⇒ Teams are widely used in quality management programs as empowerment vehicles for finding and solving problems

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4- Contemporary Approaches. (Chester Barnard)
⇒ Two contemporary management perspectives

1. System ⇒ a set of interrelated and interdependent parts arranged in a manner that produces a unified whole

→ Closed System. ⇒ System that are not influenced by and do not interact with their environment

→ Open System ⇒ System that interact with their environment and influence.

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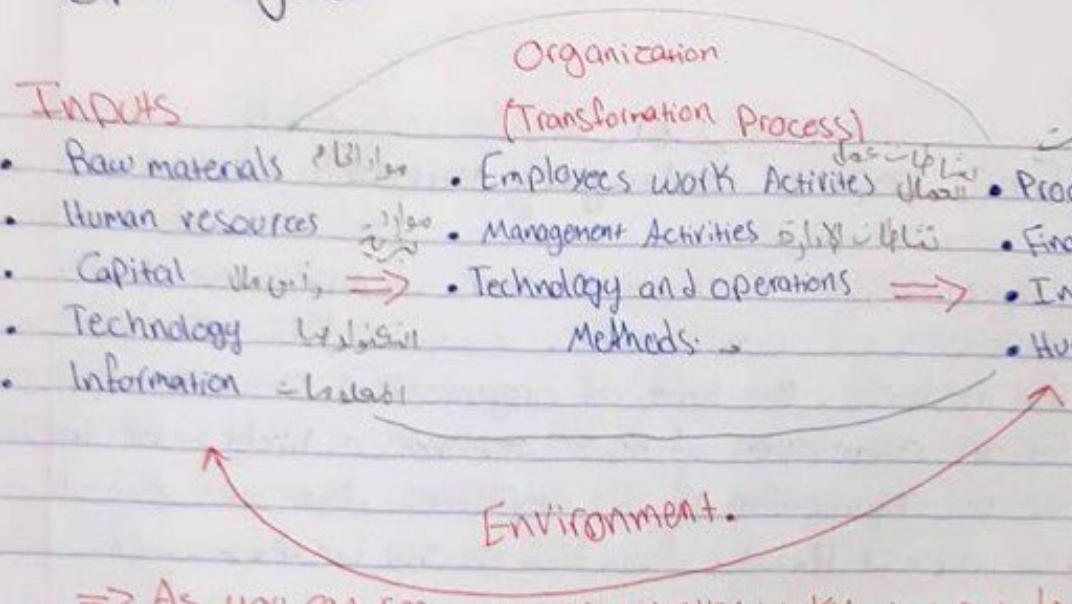
open system



⇒ As you can see, an organization takes in inputs (resources) from the environment and transforms these resources into outputs that are distributed into the environment

[2] Contingency approach

⇒ a management approach that recognizes organizations as different, ~~ways of managing~~ which means they face different situations (contingencies) and require different ways of managing

⇒ sometime called the (Situational approach)

⇒ "if, then." If this is the way my situation is, then this is the best way for me to manage in this situation

→ a good way to describe contingency is:-

4 متغيرات تؤثر على نوع الهيكل التنظيمي

⇒ Four popular contingency variables

[1] Organization Size ⇒ As size increases, so do the problems of coordination. for instance, the type of organization structure appropriate for an organization of 50,000 employees is likely to be inefficient for an organization of 50 employees.

[2] Routineness of Task Technology ⇒ To achieve its purpose, an organization uses technology. Routine technologies require organizational structures, leadership styles, and control systems that differ from those required by customized or nonroutine technologies

[3] Environmental Uncertainty ⇒ The degree of uncertainty caused by environmental changes influences the management process. What works best in a stable and predictable environment may be totally inappropriate in a rapidly changing and unpredictable environment

[4] Individual Differences ⇒ individual differ in terms of their desire for growth, autonomy, tolerance of ambiguity, and expectations. these and other individual differences are particularly important when managers select motivation techniques, leadership styles, and job designs.

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