



CHAPTER 1

MGT 101 PRINCIPLES OF MANAGEMENT

Instructor:

Prepared by:



PART 1 : DEFINITIONS

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- Management
- efficiently
- Effectively

PART 2 : THE MANAGEMENT PROCESS

- Planning
- Organizing
- Controlling
- Leading

PART 3 : LEVELS AND AREAS OF MANAGEMENT

- Top manager
- Middle managers
- First-line managers
- Team leader

CHAPTER 1



PART 4 : MANAGERS TYPES

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- MANAGERS for THREE TYPES of ORGANIZATIONS:
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- Knowledge (K)
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PART 7 :CHALLENGES TO BEING AN EXCEPTIONAL MANAGER

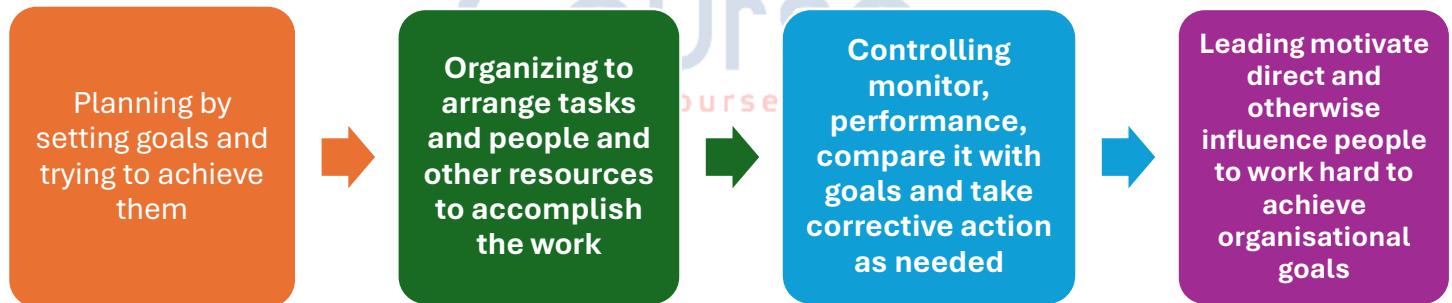
- Competitive advantage
- Information technology
- Diversity
- Globalization
- Ethical standards
- Sustainability
- Happiness and meaningfulness

Chapter 1 summary

Part 1 : (Definitions)

Organization	A group of people who work together to achieve some specific purpose المنظمة: هي مجموعة من الأشخاص يعملون معًا لتحقيق هدف معين.
Management	The pursuit of organizational goals efficiently and effectively. الإدارة: السعي لتحقيق أهداف المنظمة بكفاءة وفعالية.
efficiently	To be efficient means using an approach which saves time and money Example: (to use resources—people, money, raw materials, and the like wisely and cost-effectively) الكفاءة: أن تكون كفؤًا هو استخدام أسلوب يوفر الوقت والمال. مثل (استخدام الموارد كالأشخاص، الأموال، المواد الخام - بشكل حكيم وبتكلفة منخفضة).
Effectively.	To be effective means to achieve results, to make the right decisions and to successfully carry them out الفعالية: أن تكون فعالاً هو تحقيق النتائج، واتخاذ القرارات الصحيحة وتنفيذها بنجاح.

Part 2 : (The management process)



عملية الإدارة تشمل اربعة عناصر أساسيه:

التخطيط: تحديد الأهداف ومحاولة تحقيقها.

التنظيم: ترتيب المهام والأشخاص والموارد الأخرى لإنجاز العمل.

التحكم: مراقبة الأداء ومقارنته بالأهداف واتخاذ الإجراءات التصحيحية عند الحاجة.

القيادة: تحفيز وتوجيه الأشخاص للتعاون والعمل بجد لتحقيق أهداف المنظمة.

Part 3 : (LEVELS and AREAS of MANAGEMENT)

Top manager	Middle managers	First-line managers	Team leader
<p>Make long-term decisions about the overall direction of the organization and establish the objectives, policies, and strategies for it</p> <p>المديرين العلوين: يتخذون القرارات طويلة المدى المتعلقة بالاتجاه العام للمنظمة ويضعون الأهداف والسياسات والاستراتيجيات الخاصة بها.</p>	<p>Implement the policies and plans of the top managers above them</p> <p>Supervise and coordinate the activities of the first-line manager below them</p> <p>المديرين المتوسطين: ينفذون السياسات والخطط التي وضعها المديرين العلوين فوقهم، ويشرفون على أنشطة المديرين الأولين تحتهم.</p>	<p>Make short-term operating decisions, directing the daily tasks of non-Managerial personnel</p> <p>مديرين الخط الأول: يتخذون قرارات تشغيلية قصيرة المدى ويوجهون المهام اليومية للموظفين غير الإداريين.</p>	<p>Responsible for facilitating team activities toward achieving key results</p> <p>قائد الفريق: مسؤول عن تسهيل أنشطة الفريق لتحقيق النتائج الرئيسية.</p>

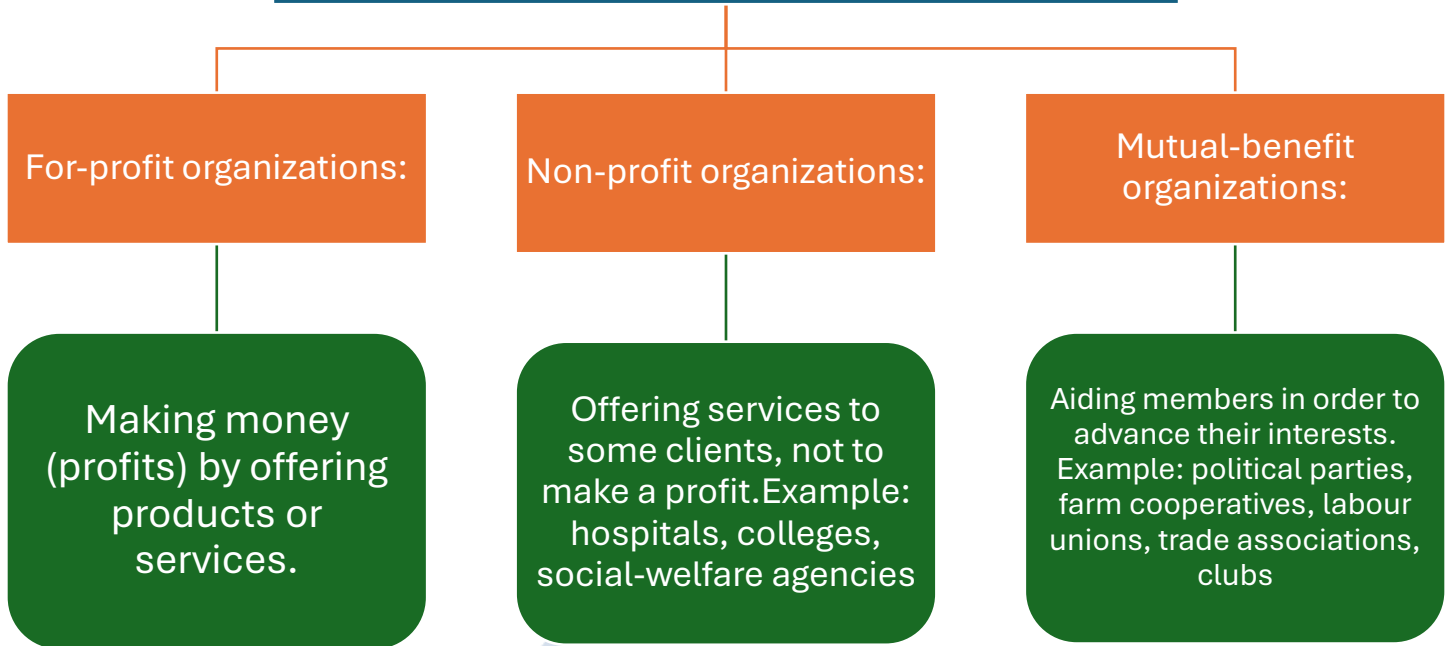
Part 4 : (Managers types)

1)Functional managers:	2)General Manager:
<p>Responsible for just one organizational activity.</p> <p>Example: Director of finance, vice president of production</p>	<p>Responsible for several organizational activities.</p> <p>Example: Executive vice president, an executive director for a non profit</p>

أنواع المديرين:

- 1) المديرين الوظيفيين: مسؤولون عن نشاط واحد فقط داخل المنظمة. مثال: مدير المالية، نائب رئيس الإنتاج.
- 2) المدير العام: مسؤول عن عدة أنشطة تنظيمية. مثال: نائب الرئيس التنفيذي، المدير التنفيذي لمنظمة غير ربحية.

3) MANAGERS for THREE TYPES of ORGANIZATIONS:



ثالثا : المديرين في ثلاثة أنواع من المنظمات:

المنظمات الربحية: تحقيق الأرباح من خلال تقديم المنتجات أو الخدمات. مثال: الشركات التجارية.

المنظمات غير الربحية: تقديم الخدمات لبعض العملاء دون هدف الربح. مثال: المستشفيات، الكليات، وكالات الرعاية الاجتماعية.

المنظمات ذات المنفعة المتبادلة: دعم الأعضاء لتعزيز مصالحهم. مثال: الأحزاب السياسية، التعاونيات الزراعية، النقابات العمالية، الجمعيات التجارية، الأندية.

Part 5: (TYPES of MANAGERIAL ROLES)

Interpersonal roles:-	Informational roles:-	Decisional roles:
Interact with people inside and outside their work units by Figurehead, leader, liaison الأدوار الشخصية: يتفاعل المدير مع الأشخاص داخل وخارج وحدات العمل الخاصة به.	Receive and communicate information by Monitor, disseminator, spokesperson الأدوار المعلوماتية: يتلقى المدير المعلومات ويقوم بتوصيلها.	Use information to make decisions to solve problems or take advantage of opportunities. ➤ Examples: Entrepreneur, disturbance handler, resource allocator, negotiator أدوار إتخاذ القرارات: يستخدم المدير المعلومات لاتخاذ قرارات لحل المشاكل أو الاستفادة من الفرص. أمثلة: رائد الأعمال، معالج المشاكل، مخصص الموارد، المفاوض.

Note:-

- For successful managers the manager role should be verbal, work long hours, Characterized by fragmentation and variety

ملاحظة:

➤ لكي يكون المدير ناجحاً، يجب أن يكون دوره تواصلياً، يعمل لساعات طويلة، ويتسم بالتنوع والحرز.

Part 6 : (CAREER READINES)

- Career readiness represents the extent to which you possess the knowledge, skills, and attributes desired by employers.
- **MODEL OF CAREER READINESS:**

Knowledge (K)-Soft skills (S)-Attitudes (A)Other characteristics (O)

- According to employers, the three largest gaps are:
 - 1) Critical/analytical thinking.
 - 2) Written communication.
 - 3) Locating, organizing, and evaluating information

الاستعداد المهني:

يشير الاستعداد المهني إلى مدى امتلاك الفرد للمعرفة والمهارات والصفات التي يطلبها أصحاب العمل. وفقاً لأصحاب العمل، هناك ثلاثة فجوات كبيرة في المهارات:

- 1) التفكير النقدي والتحليلي.
- 2) التواصل الكتابي.
- 3) القدرة على تحديد المعلومات وتنظيمها وتقييمها.

Part 7 : (CHALLENGES to BEING an EXCEPTIONAL MANAGER)

➤ Competitive advantage:	The ability of an organization to produce goods or services more effectively than competitors do, thereby outperforming them. الميزة التنافسية: قدرة المنظمة على إنتاج سلع أو خدمات بشكل أكثر فعالية من المنافسين، مما يؤدي إلى التفوق عليهم.
➤ Information technology	Information technology has led to the growth of e-business, using the Internet to facilitate every aspect of running business تكنولوجيا المعلومات: أدت تكنولوجيا المعلومات إلى نمو الأعمال الإلكترونية، حيث يتم استخدام الإنترنت لتسهيل كل جانب من جوانب إدارة الأعمال.
➤ Diversity:	In the coming years there will be a different mix of women, immigrants, and older people in the general population, as well as in the workforce التنوع: في السنوات القادمة، سيكون هناك تنوع أكبر في النساء والمهاجرين وكبار السن في المجتمع بشكل عام وفي القوى العاملة أيضاً.
➤ Globalization:	American firms have been going out into the world in a major way, even as the world has been coming to us. العولمة: الشركات الأمريكية بدأت في التوسع عالمياً بشكل كبير، حتى مع دخول العالم إلى أسواقنا.
➤ Ethical standards:	Ethical behaviour is not just a nicety , In 2008, Bernie Madoff confessed to a \$50 billion Ponzi scheme, and sentenced to 150 years in prison. المعايير الأخلاقية: السلوك الأخلاقي ليس مجرد رفاهية. في عام 2008، اعترف برنارد مادوف بتنظيم مخطط بونزي بقيمة 50 مليار دولار، وحُكم عليه بالسجن لمدة 150 عاماً.
➤ Sustainability:	It is the economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs الاستدامة: هي التنمية الاقتصادية التي تلبي احتياجات الحاضر دون المساس بقدرة الأجيال القادمة على تلبية احتياجاتها الخاصة.
➤ Happiness and meaningfulness	Build meaning into your life by: <ul style="list-style-type: none"> • Identify activities you love doing. • Find a way to build your natural strength السعادة والمعنى: البحث عن المعنى في الحياة من خلال: <ul style="list-style-type: none"> • تحديد الأنشطة التي نحب القيام بها. • إيجاد طريقة لبناء القوة الطبيعية.

Solved questions

Multiple choice questions :

Part 1 :(Definitions)

1. According to one pioneer of Management ideas "Management is:

- a. The science of helping people
- b. The science of synergy
- c. The science of accomplishing things.
- d. The art of getting things done through people.

2. Which one of the following is one way to think about management?

- a. The science of helping people
- b. The art of getting things done through people
- c. Efficiency in motion
- d. The science of synergy

3. Managers can increase overall productivity by making substitutions or increasing the efficiency of any element EXCEPT:

- a. materials
- b. labor
- c. goals
- d. Capital

Part 2 :(The management process)

4. In order to better meet the corporate goals, the CEO is encouraging the managers to focus on the major functions of management, which are:

- a. Planning, Organizing, Leading & Controlling
- b. Planning, Organizing, Monitoring & Controlling
- c. Planning, Organizing, Monitoring & Delegating

 5. Establishing goals, monitoring performance, comparing it with goals, and taking corrective action as needed is defined as:

- a. Measuring
- b. organizing
- c. behavioral style
- d. Controlling

Part 3 : (LEVELS and AREAS of MANAGEMENT)

6. Ali Madish pays a lot of attention to the environment outside his company, staying alert for long-run opportunities and problems and devising strategies for dealing with them. Ali is:

- A. First line manager
- B. Top/upper level manager
- C. Team leader
- D. Board Manager

7. Top managers are primarily responsible for:


- A. Implementing the policies and plans of middle managers
- B. Supervising the daily tasks of non-managerial personnel
- C. Making long-term decisions about the overall direction of the organization
- D. Facilitating team activities toward achieving key results

8. Middle managers:

- A. Establish the objectives, policies, and strategies of the organization
- B. Implement the policies and plans of the top managers above them
- C. Make short-term operating decisions
- D. Are responsible for just one organizational activity

9. Team leaders are responsible for:

- A. Facilitating team activities toward achieving key results
- B. Supervising first-line managers

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- C. Establishing the organization's overall direction
- D. Implementing policies set by top managers

Part 4 : (Managers types)

10. ____ are those organizations that are formed to make money, or profits, by offering products or services, whereas Organizations that are formed to offer services to clients and not to make a profit are ____.

- A. Unions; Associations
- B. For-profit organizations; non-profit organizations
- C. Non-profit organizations; For-profit organizations
- D. For-profit organizations; Co-ops

11. An example of a functional manager is:

- A. Executive vice president
- B. Director of finance
- C. Executive director of a non-profit
- D. Team leader

12. A general manager is responsible for:

- A. Just one organizational activity
- B. Implementing the policies of top managers
- C. Several organizational activities
- D. Facilitating team activities toward achieving key results

13. Which of the following is an example of a general manager?

- A. Vice president of production
- B. Director of marketing
- C. Executive vice president
- D. Finance manager

 14. For-profit organizations primarily focus on:

- A. Offering services to clients without making a profit
- B. Making money by offering products or services
- C. Aiding members to advance their interests
- D. Facilitating team activities to achieve results

Part 5: (TYPES of MANAGERIAL ROLES)

15. Interpersonal roles in managerial work involve:

- A. Receiving and communicating information
- B. Interacting with people inside and outside the work unit
- C. Making decisions to solve problems
- D. Allocating resources

16. Informational roles include the following activities:

- A. Acting as a figurehead
- B. Monitoring, disseminating information, and being a spokesperson
- C. Handling disturbances
- D. Negotiating with external stakeholders

17. Decisional roles are primarily concerned with:

- A. Interacting with people within the organization
- B. Receiving and communicating information
- C. Making decisions to solve problems or seize opportunities
- D. Acting as a liaison between different departments

18. Which of the following is an example of a decisional role?

- A. Monitor
- B. Liaison
- C. Entrepreneur
- D. Spokesperson



Q1- What are the three key roles played by managers, as per Mintzberg? Explain them?

Q2- Discuss the role of managers in interpersonal, informational, and decisional roles within an organization. How do these roles contribute to the overall success of the organization?

Part 6 : (CAREER READINES)

19. Career readiness represents:

- A. The ability to achieve competitive advantage
- B. The extent to which an individual possesses the knowledge, skills, and attributes desired by employers
- C. The ability to adapt to global business challenges
- D. The knowledge required to manage e-business

Part 7 : (CHALLENGES to BEING an EXCEPTIONAL MANAGER)

20. A key challenge to being an exceptional manager is achieving competitive advantage, which is defined as:


- A. The ability to cut costs more effectively than competitors
- B. The ability to produce goods or services more effectively than competitors
- C. The ability to maintain high ethical standards
- D. The ability to manage diversity in the workforce

21. The growth of e-business has been significantly influenced by:

- A. Diversity in the workforce
- B. Globalization of markets
- C. Information technology
- D. Ethical standards

22. Diversity as a managerial challenge refers to:

- A. Managing people from different ethnic backgrounds
- B. The different mix of women, immigrants, and older people in the workforce
- C. Implementing global business strategies
- D. Meeting sustainability goals

 23. Sustainability in management refers to:

- A. Maintaining high profit margins
- B. Developing strategies that meet the needs of the present without compromising future generations
- C. Expanding business operations globally
- D. Increasing productivity through technology

24. Google LLC employs some of the top professionals in its field, and because of their skills and experience, Google is highly efficient and outperforms its competitors. Google has a(n) _____ over its competition.

- A. Efficient advantage assessment
- B. Leadership dimension
- C. Effectiveness advantage
- D. Competitive advantage

25. Gregson Production Inc. is highly efficient because of the skills and experience of its top professionals. The firm is able to outperform its competitors, the firm enjoys _____ over its competitors:

- A. Competitive Advantage
- B. Ethical dilemma
- C. Quality Role
- D. Synergy

26. The two primary challenges faced by managers today are ____.

- A. Dealing with ethical dilemmas and decreasing diversity
- B. Dealing with union and financial issues
- C. Dealing with employee issues and maintaining good records
- D. Managing for a competitive advantage and diversity

Q1- Explain the challenges that managers face in achieving competitive advantage in today's business environment. How do these challenges impact decision-making and strategic planning?