



INTRODUCTION TO MANAGEMENT
LECTURE NOTES: DR MOHANAD ODEH

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تفريغ 5محاضرات وجاهي من اصل 6



الطالبة : آلاء العتوم

* مطلوب 5% من مادة المهارات



هو الفرق بين القائد والمدير { Manager & leader }

مفهوم لينة كل قائد مدير وليس كل مدير قائد " هذه مفهوم شائع مغلوط
والدليل شركات الأدوية العالمية زي: AstraZenca & Abbott تزيد مديريها قاشين يعتبروا

- 1 Planning
 - 2 Organizing
 - 3 Controlling
 - 4 leading
 - 5 decision Making
- بالثلاثه في تعريف الإدارة
مجرد العبارة "leading"
- له متى كثر أساليب

Management: set of activity direct resour (human & physical & informational) with the aim of extusive program within Organization.

Leadership: Ability of indivesual or group to influence themselves and others to drive responsibility for creative and acheving both regardless of position.

for human side mainly
Classical behavioural model

قصة في الإدارة: أبو الإدارة الحديثة اسمه Taylor مطلوبه حد مدير مصنع ومقصد نجاح كبير الله أوله ثلاث أشهر ماغل انش فالعمال نكروه ما يشتغل ، لكي بالدفع كان يشتغل وفي يوم من الأيام فادع الموظفين فكان في مود اسمه جودت معينه طلب منه يقدم خطوتين لقيام ومكالمه يقب يقبل توفين يومته بدل 7 دولار يقبل 11 دولار مكالمه ج ا مظهر Guideline في الشغل إذا بقصد علىهم بعبارة 11 دولار والموظفين الثالثه اترجعوا ليه عرض الموضوع بس على مصيبيك فراح عرضوا للموظفين على الموظفين الآخريه مكالمهم بدكم تعلموا نفس الاشي و الفكرة جانتها Taylor لمصيبيك في المصانع في الإدارة اسمه **Scientific selection** **الوجوه الموظفين** و الفترة إنه كان Taylor يراهب الموظفين خلال الثلاث أشهر ملاحظ لأنه الموظفين فترة البرايك برودوا بفضنا ومي ا معارضه فاضيق هذا الاشي كان يلاتر على (تتابعهم في المصنع) بسنا مصيبي ما كانت يعل زيبهم مكانه كفاوته في الشغل أمظله .

في هذه القصه مبادئ الإدارة (اللي مسمى عليها) "Taylor" كالاتي :-

- الخطوة الأولى كانت "Scientific selection"
- الخطوة الثانية كانت "Guidelines" وهي الطريقة المثلى لممارسة العمل وتسمى SOP
- Standard of operation ، ولكن سميت وتاييلور سمروا "all of them"
- الخطوة الثالثة إنه لازم يجند في المؤسسة شخص يجند صاحب قرار (مدير)
- المبدي في الرابع كان لأنه يجند تقسيم المهام بين الموظفين

ملاحظة: - تاييلور عنده شغلته ولكن مش موجودة في guideline للإدارة في الكتب واللي هي لأنه رفع الراتب ميني غل incentive (حافز).



What is Management?

Management Definition:

Research defining management has been ongoing and, to date, there is no global agreement on the definition of management. Internet simple search yielding

Hundreds of management definitions are available in the internet, dictionaries and business journals.

Management in many cases is related to specific discipline. For example, Management in Medicine and Psychiatry is the treatment or control of diseases or disorders, or the care of patients who suffer them.



Management as defined by Oxford dictionary is:

‘The responsibility for and control of a company or organization’ Or ‘The process of dealing with or controlling things or people’.

Management definition in professional context:

Set of activities (including planning, organising, controlling, leading and decision making) directed at an organisation resources (human, financial, physical and information) with the aim of executing program within the organisation (institution).

Student likes to study and understand management should be familiar with the Three basic approaches to management science.

Leadership definition in professional context (By Dr Mohanad Odeh):

The Ability of an individual or group of individuals to influence and guide themselves and/or others, to drive responsibility for creating and achieving shared goals, regardless of position.



According to 2019 Systematic review:

The most common definition of leadership involved influencing, motivating, enabling, or empowering others, often to achieve a specific goal (11 articles). Two other definitions were commonly cited: the leader as an agent of change (nine articles) and the leader as an individual who receives external recognition for leadership, eg, serving in a formal position, receiving an award (nine articles).

(Reed BN, Klutts AM, Mattingly TJ. A Systematic Review of Leadership Definitions, Competencies, and Assessment Methods in Pharmacy Education. Am J Pharm Educ [Internet]. 2019 Nov;83(9):7520. Available from: <http://www.ajpe.org/lookup/doi/10.5688/ajpe7520>)

Pharmacy Management / Leadership Levels

Full list Pharmacy Management – Modules in Hashemite University			
Self-management and interaction with others	Management of People (Manage others)	Management of Business & Operations	Management of Money (Microeconomy)
1. Self-awareness	1.Coaching	1.Strategic planning	1. Understanding basic concepts
2. Behavioural sciences (Basic, Advance)	2.Mentoring	2. Business plan development	2. Budgeting
3. Communication skills theories.	3.Leadership (Basics, Intermediate, Advance)	3. Marketing & Advertising	3. Financial reports
4. Emotional intelligence	4.Team Motivation	4.Operation management	4. Accounting records
5. Time management	5.Delegation	5.Total Quality Management	5. Pharmaco-economy (Basic, Advance)
6. Stress Management	6.Performance managing	6.Crises Management	
7. Goal setting	7.Conflict resolution	7.Information management	
8. Presentation skills	8.Hiring	Clinical Management	
9. Negotiation techniques	9.Virtual team management	Medication management, Therapy management	
10. Problem Solving	10. Feedback essentials	Medication Errors and S/E Management	
11. Creative thinking	11.Risk Management	Other Aspects that implemented in Antrim Hospital (Adherence-compliance, Programmes and innovations)	
Social and Patient behaviour in Pharmaceutical care, No modules ready yet			
*All modules have been adapted for Pharmaceutical care.			



Some Basics in Personal Self Management and Leadership

Review of Basics that had been Delivered

David Dunning and Justin Kruger DK effect

Professional development = (cxc)r

5 levels of leadership – Maxwell Model

Johari window

Feedback receiving and delivering

Types of listening

Mehrabian theory: Visual, Verbal and Vocal Skills

Motivational interviewing & Chane equation

The Six thinking Hats (White, Blue, Red, Green, Yalow, Black)

الابد 5 و 6 و 7
 حلولاً معاً
 مادة المهارات

Time and Priority Management

Goal Settings and priorities / Eisenhower priority Matrix

Priorities/ Eisenhower principle

Parameters		Urgent	Not urgent
		to-do's that shout Now! / reactive mode, one marked by a defensive, negative, hurried, and narrowly-focused mind set	Operate in a responsive mode, which helps us remain calm, rational, and open to new opportunities
Important (80%)	long-term mission, values, and goals. (Maslo pyramid of needs)	<ul style="list-style-type: none"> ➤ Necessity, ➤ Demand, ➤ Fire fighting Zone <p>- Priority 2</p>	<ul style="list-style-type: none"> ➤ Quality ➤ Personal leadership, ➤ Core Value Zone <p>- Priority 1</p>
Not important (20%)	Time waster, 1 st to blame in failure situation	<ul style="list-style-type: none"> ➤ Deception, ➤ Illusion, ➤ Distraction Zone <p>- Priority 3</p>	<ul style="list-style-type: none"> ➤ Waste, ➤ Escape, ➤ Disaster, ➤ Slow silent killer Zone. <p>- Priority 4</p>



Eisenhower principle- Examples

	Urgent (5-10%)	Not urgent (70-75%)
Important (80%)	Crises , Problems, Deadlines : -Medical Cases, Emergencies -Attending class & assignment -Deadline Manage Project -Reports & other submissions -Meeting & appointments -Last Minute Changes -Unscheduled Re-work -Forcing decision and closure -Critical Demand from supervisor or customer -Dealing with late input from supervisor	Long-term mission, values, and goals & improving yourself -Planning : Vision/Perspective -System & Process Development -Change Directions or Strategies -Balance of the Majors : Physical, Mental, Spiritual, Relationship(Family, society, friends & work) Professional (task commitment and competence, goal achievements and development) -Discipline -Control (preparation, anticipation & crisis prevention, and deadline-avoiding tasks) -Training and development -Thoughtful high quality work
Not important (20%) <i>-I am busy so I must be doing well.</i>	Interruptions Drop-in visitors/Pointless routines or activities/Phone calls/ Public meetings/Logistics/Mail that do not increase productivity & effectiveness/ Interruption/ Routine non essential reports/ Accumulated unresolved trivia	- Over analysis (Paralysis) - Duplicative of paper work - Pointless web surfing/ Scrolling through Facebook, Twitter/ Mindless TV watching - Playing video games - Gambling / - Gossip. Idle speculation - Target-less shopping / Smoking, drinking - Excessive relaxation , long vacations.

Priority Matrix in Practice

Parameters		Urgent (5-10%)	Not urgent (70-75%)
		to-do's that shout Now! / reactive mode, one marked by a defensive, negative, hurried, and narrowly-focused mind set	Operate in a responsive mode, which helps us remain calm, rational, and open to new opportunities
Important (80%)	long-term mission, values, and goals: Maslo pyramid.	➤ Necessity , Demand, Fire fighting Zone ➤ Typically consist of crises, problems, or deadlines. ➤ Action: Manage ➤ Apply: Cushion Principles , Stress & Crises Management. 	➤ Quality & Personal leadership. ➤ Long-term mission, values, and goals & improving yourself ➤ Action: Focus , Invest , Plan to do and Concern ➤ Apply : Diligence & Disciplin Strategic Planning. - SMARTIER, OATS, 5w & 1h 
Not important (20%)	Time waster, 1 st to blame in failure situation	➤ Deception , Illusion, Distraction Zone 15% ➤ Interruptions from other & concern their own priorities. ➤ Action: Ask for rational, Caution, Delay or Delegate or Reject (be smart) ➤ Apply: Value rating, Rational to Say No, Rescheduling.	➤ Waste , Escape , Disaster , Slow killer Zone. 5% ➤ Usually : Extra/ Entertainment ➤ Action: Avoid – Dump it, RESIST AND CEASE ➤ Apply: Time Schedule, Awareness. 



Objective, Goal Settings

Method A) SMARTi & SMRTiER

Should be SMARTi and even SMARTiER

Specific / Measurable / Actionable – Achievable – Agreed *↳ thankless*
↳ stake holder

Realistic, Relevant / Time bond – Tangible / Incremental / Ethical Approval / Recordable

Method B) OATS

Outcomes: By ... I want to ... I will have

Activities: To do list & Priorities A= Must B= should C= can. D= Nice to do.

Time frame

Scheduled stepwise

Method C) W Family & H

What, why, when, who, where and how. In addition to evaluation of available options by using: which + specification (which is less cost, which is more better)

Balance Model for good wellness





Differences between Leadership and Management (Functions)

Management definition in professional context:

Set of activities (including planning, organising, controlling, leading and decision making) directed at an organisation resource (human, financial, physical and information) with the aim of executing program within the organisation (institution).

Leadership definition in professional context (By Dr Mohanad Odeh):

The Ability of an individual or group of individuals to influence and guide themselves and/or others, to drive responsibility for creating and achieving shared goals, regardless of position.

Management	Leadership
Produces Order and Consistency	Produces Change and Movement
Planning and Budgeting <ul style="list-style-type: none"> • Establish agendas • Set timetables • Allocate resources 	Establishing Direction <ul style="list-style-type: none"> • Create a vision • Clarify big picture • Set strategies
Organizing and Staffing <ul style="list-style-type: none"> • Provide structure • Make job placements • Establish rules and procedures 	Aligning People <ul style="list-style-type: none"> • Communicate goals • Seek commitment • Build teams and coalitions
Controlling and Problem Solving <ul style="list-style-type: none"> • Develop incentives • Generate creative solutions • Take corrective action 	Motivating and Inspiring <ul style="list-style-type: none"> • Inspire and energize • Empower subordinates • Satisfy unmet needs

SOURCE: Adapted from *A Force for Change: How Leadership Differs From Management* (pp. 3–8), by J. P. Kotter, 1990, New York: Free Press.

Leadership Theories (Most Popular)

1. The Great Man Theory (1840s)
-The thought that Great Leaders are born...not developed.
2. The Trait Theory of Leadership (1930s - 1940s)
-The thought that there are ideal characteristics for Leaders.
3. The Skills Theory of Leadership (1940s - 1950s)
-The thought that there are ideal technical, personal and conceptual skills for both Managers and Leaders.
4. The Style Theories of Leadership (1940s - 1950s)



Blake and Mouton's Managerial Grid

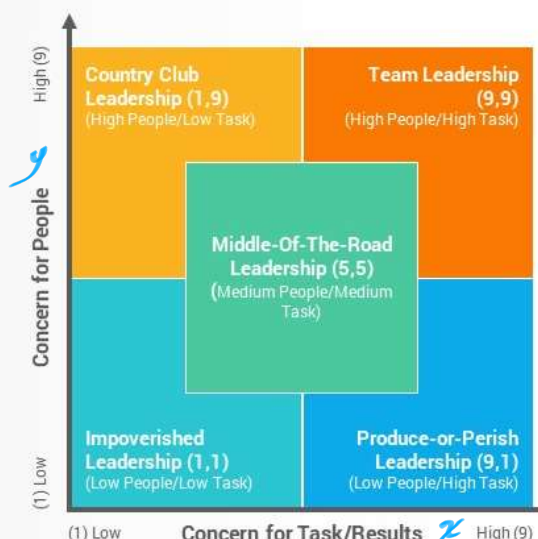
Managerial Grid (or Leadership Grid) was created by management theorists Robert Blake and Jane Mouton in 1964, and published in their book, *The Managerial Grid: The Key to Leadership Excellence*. The model states that leaders can be categorized based on how focused they are across two different dimensions: concern for production (completing tasks) and concern for people (supporting individuals).

The grid has two axes, measuring:

- Concern for People (y-axis)
- Concern for Completing Task (x-axis)

The Blake and Mouton Managerial Grid identified five kinds of leadership behavior(Styles):

1. Impoverished Style
2. Produce or Perish Style
3. Middle-of-the-road Style
4. Country Club Style
5. Team Style



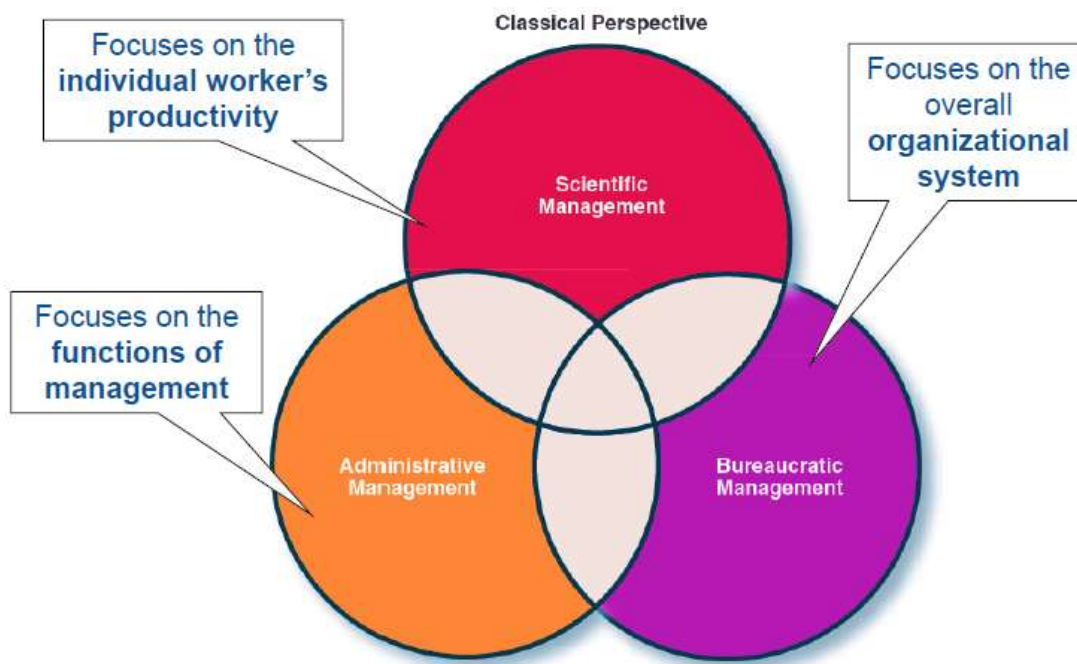
Management Approach	Main theories	Representative	Period
Classical approach (Before 1920)	Scientific Management	Taylor's Approach	1911
		Henry Gantt	1916
	Bureaucratic Management	Weber Principles	1947 , 1905
	General Administrative (Operation) Theory	Henri Fayol Functions and Principles of Management	1916
Management as Behavioural Science, based on Human Relation approach (1930-1965)	Hawthorne studies – Hawthorne effect	Elton Mayo	1932
	Human Needs	Maslo	1943
	motivation-hygiene theory, Tow factor theory	Frederick Herzberg	1959
	X, Y Theory	Douglas McGregor	1960
	Four management approaches	Likert	1967
Maturity – Immaturity theory	Argyris	1964	
Modern and Comprehensive approaches to Management (1965 – 2010)	System approach in Management	General System theory, Ludwig Von Bertalanffy	1968
	Contingency Theories (Situational Theories)	Fiedler Contingency Theory	1967
		3-D Management style theory by Riddle and Situational leadership by Hersey and Blanchard,	1967

1) Classical approach

It was widely known as Scientific or formal management, it can be summarised by viewing of management as:

The Study of direct relation between workers, tasks and managers to increase productivity by utilizing tools, techniques of standard scientific methods.

According to Mooney and Reiley basics of classical management approach can be clustered in the following three principles:



Major theories comprise the classical approach Taylor theory 'scientific management' and Weber theory 'Bureaucratic management'.

1. A) Scientific Management:

1.A.i) Tylor's Approach

It was suggested by Frederick Winslow Taylor's; who was a mechanical engineer worked with Midvale and Bethlehem Steel Companies in Pennsylvania (Taylor, 1911).

Taylor used the concept of 'best way' to describe the relation between worker and task within the Scientific **Management** theory.

In summary Taylor listed four main Principles of Scientific Management:

1. **Develop** a science for each element of an individual's work to replace the role of thumb method. it can be described as the Standard of Operation (SOP).
2. **Scientifically** select, train and develop the worker.



3. **Heartily cooperate** with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed.

4. **Divide** work & responsibility equally between managers & workers.

The story: [https://en.wikipedia.org/wiki/Schmidt_\(worker\)](https://en.wikipedia.org/wiki/Schmidt_(worker))

1. A. ii) Gantt Charts

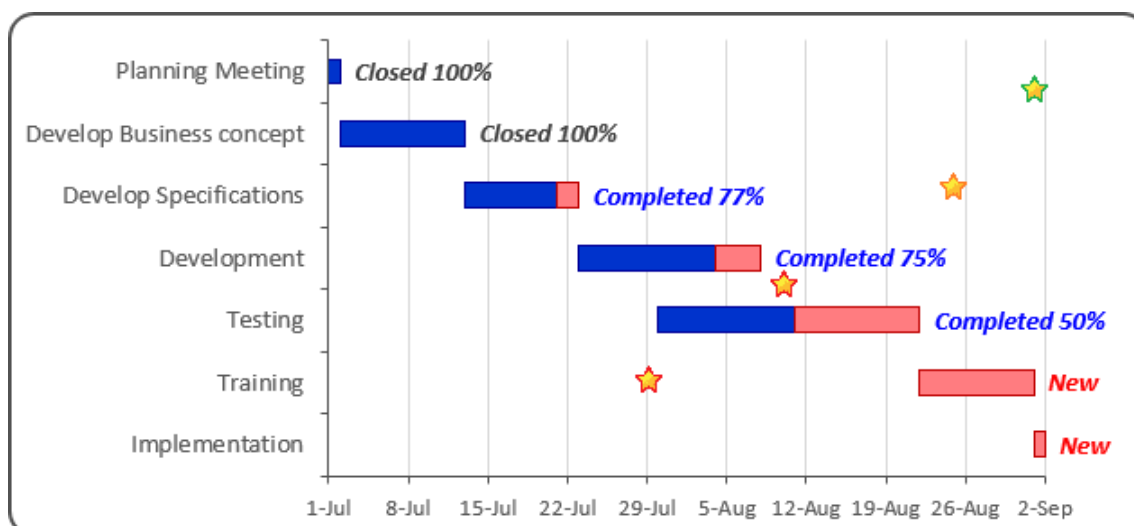
Henry Gantt (1861 – 1919) philosophy can be classified classical management approach, he is an American mechanical engineer and management consultant, the most popular aspects of his work is the **Gantt chart**.

It aims to split the work into smaller steps or tasks and align each step with time frame as a component of the whole project deadline. Even today, Gantt charts are widely used as a basic tool for planning and scheduling (Clark, 2010).

However, the original philosophy of Gantt was not only about task scheduling but also workers rewarding for each achievement as he stated that *'the essential differences between the best system of today and those of the past are the manner in which tasks are (scheduled) and the manner in which their performance is rewarded'* (Gantt, 1916).

Gantt charts are widely used as a project management and planning tool in many disciplines, different software applications are also used; however, Gantt chart should basically provide managers with the following easily understood summary:

1. Start and end point as well as the intermediate steps or tasks.
2. Work scheduled for specific time periods.
3. How much of the work was completed.
4. The tasks owners or performers.





1. B) Weber Principles: Bureaucratic Management.

Weber was a German sociologist who studied organizations, similar to Taylor principles weber suggest a principles for management based on ideal organisation he called it **Bureaucracy**. (Weber, 1947) Weber principles summarised as follow:

1.Division of labour: Jobs broken down into simple routine and well-defined tasks.

2.Authority hierarchy: Clear chain of command should be organised.

3.Formal selection: Selection of people based on their technical qualifications.

4.Formal rules & regulations: it is written rules and standard of Operating procedures

5.Impersonality: application of all rules and condition without and personal differences.

6.Career Orientation: management is a career it is not ownership of the work.

المبدأ الثالث
تأثيره في
Authority
&
Career
Orientation.

التسلسل الهرمي للسلطة

develop of the Best way
↓
SOP

أخذنا في موضوع الـ active listening
والتي هي ما تشد انتي بشي شخص
"Nothing personal"

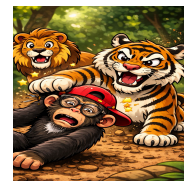
أهم طلاء فيس وظائفك بشركة عالمية لانه كان عنده
high personal connection level.

يعني كده مدير هو غير مالاه ارتاج الناس غير منهم
مطابح السلطة لازم يفهم انك Career
orientation
personal orientation

Career - ownership
اللي فاتح السوبر ماركيت وبيده جونغ ماء بسيل

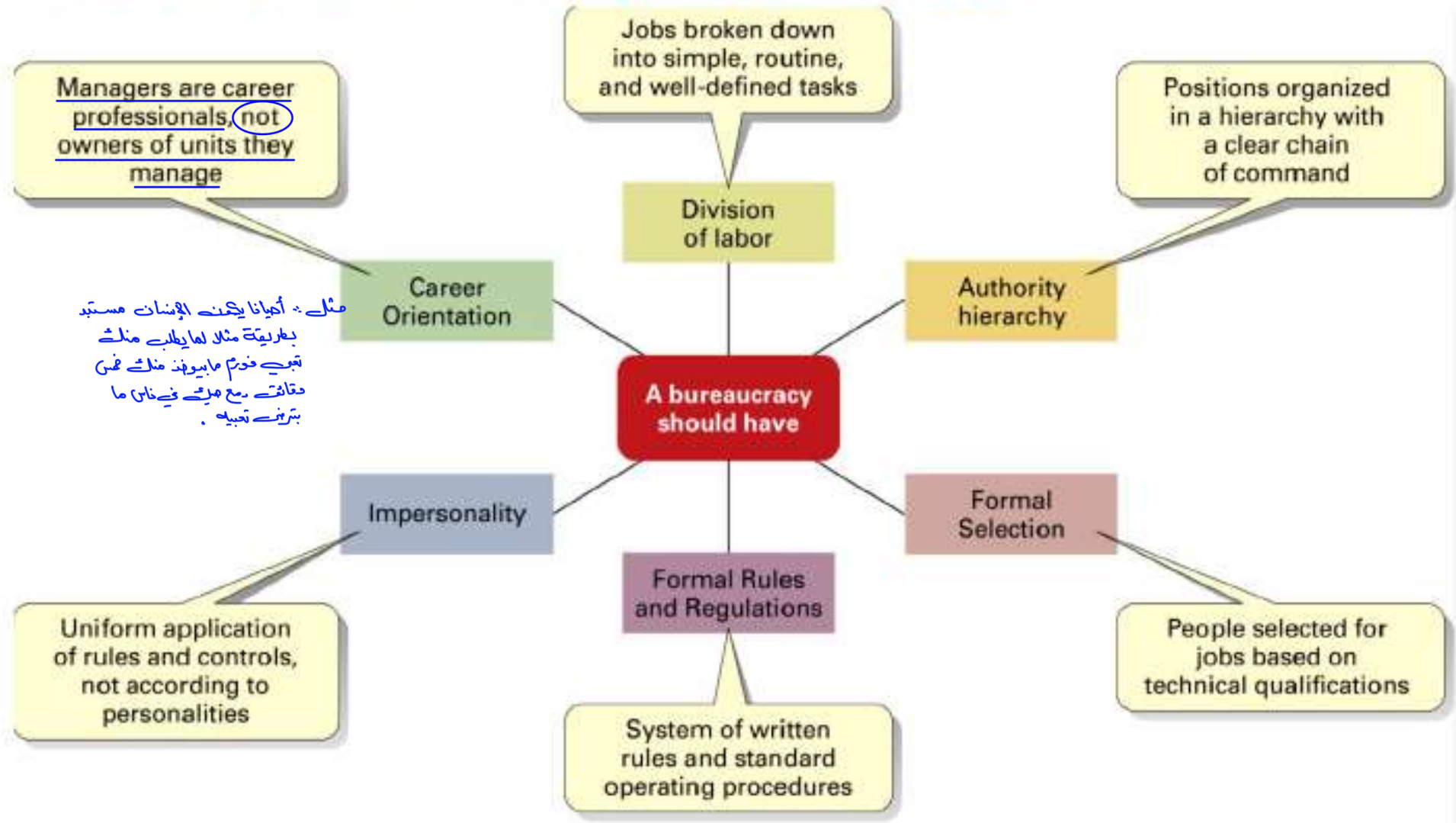
☆ قصة الخس والنمر والقرود
والقبعات.
(ownership)

Classic Management	Taylor 'Scientific Management'	Weber 'Bureaucracy'
Direct relation between both Managers – workers and Tasks	Divid of Labour.	Division of labour
Direct relation between manager and worker	Heartily cooperate	Authority hierarchy
	Scientific selection, training and development.	Career Orientation
Direct relation between worker and task	Develop 'best way'	Impersonality
		Formal selection.
		Formal rules & regulations 'Standard of Operating procedure'





Father of BM Theory: Max Weber





20% من الأثبات التي
تتركز عليها تقييمات
الطلاب
parinto 20:80
المشاعر المرئية 10:90
لا يفرزك منظار الماء
والصور تسعة أضعاف
تكون من الناس يقر.

1. C) General administrative theory

* Taylor 4 principle
* Weber relationship between worker & manager 3 principle
* Fayol 14 principle

It was suggested by **Henri Fayol**; who was managing director of a large French coal-mining firm.

Fayol created a concept that resulted in differentiation of management functions and management principles. Fayol principles may be clustered within classical management dimensions Nevertheless; he added more details for the relations.

Fayol describe five main function of management and listed 14 principles of it.

Fayol management functions are (POCCC): **Planning, Organizing, Commanding, Coordinating** and **Controlling**. **The 14 principles of administrative theory** of management are (Fayol, 1916):

* الجاه بعيد
على الثاني

1. Division of Work – When employees are specialized, output can increase because they become increasingly skilled and efficient.

2. Authority – Managers must have the authority to give orders, but they must also keep in mind that with authority comes responsibility.

3. Discipline – Discipline must be upheld in organizations, but methods for doing so can vary.

4. Unity of Command – Employees **should have only one direct supervisor**.

5. Unity of Direction – Teams with the same objective should be working under the direction of one manager, using one plan. This will ensure that action is properly coordinated.

6. Subordination of Individual Interests to the General Interest – The interests of one employee should not be allowed to become more important than those of the group. This includes managers.

7. Remuneration – Employee satisfaction depends on fair remuneration for everyone. This includes financial and non-financial compensation.

8. Centralization – This principle refers to how close employees are to the decision-making process. It is important to aim for an appropriate balance.

9. Scalar Chain – Employees should be aware of where they stand in the organization's hierarchy, or chain of command.

10. Order – Employees and materials should be in the right place at the right time.

11. Equity – Managers should be kind and fair to their subordinates.

وحدة القيادة
يجب أن تكون أنت مصدر واحد للقيادة وإعطاء الأوامر.
بمعنى أنك تكونت جميع التوجهات بوجهك واحد وتتكون شريكه هذه الأهداف.
بمعنى اثنين واحد يتخذ قرار ويجب على جميع المتطورة تنفيذ هذا القرار.
ولذا اتخذ قرار ضلماً على مسؤوليتك عند هذا الشأن هذه مهامه القرار والمهنية عليه التنفيذ فقط لقراراته فقط.
مثال: لها الولد الصغير يعطيه له التي من الصور ما ركبت ويرجع يتسلف بها يعطيه الابن به إياها.
* النكرة أنه الداهد ينام في المتطورة البشرية يتكلم في مصدر واحد له manager أو Command.
* مهامه القرار جماعية
الموقع المخرجة على اتخاذ القرار.
مهامه القرار جماعية
الموقع المخرجة على اتخاذ القرار.



12. Stability of Tenure of Personnel – Managers should strive to minimize employee turnover. Personnel planning should be a priority.

13. Initiative – Employees should be given the necessary level of freedom to create and carry out plans.

14. Team Spirit- Organizations should strive to promote team spirit and unity

Classic Management	Taylor 'Scientific Management'	Weber 'Bureaucratic management'	Fayol Administrative (Or Operative) Management
Direct relation between both Managers – workers and Tasks	<i>Divide of Labour.</i>	Division of labour	Division of Work
			Discipline
			Initiative
Direct relation between manager and worker	Heartily cooperate	Authority hierarchy	Authority
			Centralization
			Scalar Chain
		Career Orientation	Unity of Command
			Unity of Direction
			Team Spirit
		Impersonality	Remuneration
Equity			
Scientific selection, training and development.	Formal selection.	Subordination of Individual Interests to the General Interest	
		Stability of Tenure of Personnel	
Direct relation between worker and task	Develop 'best way'	Formal rules & regulations 'Standard of Operating procedure'	Order



Fayol's 14 Principles of Mgt

1. Division of Work	8. Centralization
2. Authority	9. Scalar Chain
3. Discipline	10. Order
4. Unity of Command	11. Equity
5. Unity of Direction	12. Stability of Tenure of Personnel
6. Subordination of Individual Interests to the General Interest	13. Initiative
7. Remuneration	14. Esprit de Corps

2. Management as Behavioural Science,

Management based on Human Relation approach.

This approach is concerning more on the nature of Human relation and personal behaviour of both workers and managers within the organization. Terms usually used in such approach are motivating and demotivating, building trust and credibility, team value, leadership, communication and managing conflicts ... etc.

This management approach is also defined as 'Organizational behaviour'. Too many writers and thought leaders described this approach. However, for the purpose of Pharmacy management we will pick up major contributors.

2. A) Hawthorne studies - Hawthorne effect: (observe effect)

* جامعين على أربع دراسات مختلفة مطلع بالتالي - placebo effect
عندما تختلف الظروف المزاجية بغير أداء الموظفين بعد تأثرهم بالمراتب.

It is named after the famous four experiments at the Hawthorne plant of the Western Electric Company near Chicago, America (1924–32) and the subsequent publication of the research findings, published by Elton Mayo who was a Harvard professor at the Department of Industrial Research.

Four experiments (the illumination experiments; the relay assembly test room; the interviewing programme; the bank wiring observation room.) Resulted in almost the same conclusion which was known as **Hawthorne effect**, it illustrates that:

Productivity of workers is not a solo result of physical environment, but rather it is driven by the impact of human being. Better productivity achieved when workers knew they were being watched and that the products of their teamwork were being monitored and compared.

So it is hypothesised that , higher productivity levels resulted from extra attention given to the workers, and the apparent interest in them shown by management.



Etzioni and cliffs reviewed Hawthorne experiments and they draw five interesting points as principles resulted from these studies, as follow (Etzioni & Cliffs, 1964):

بعض ال hap writer
يقارن مراتبه بأداء زملائه
أكثر لأنه خضع للإهانة
أو التكيف .

1. Productivity is affected by social norms, not by physiological capacities.

تسمى مبدأ Remuneration في المبدأ التل

• حيث في النظام التل
كان يتلقى ربه في مدير
بأنه الذي يجب النجاح .

2, Rewards. The amount of work done by a worker will be greatly influenced by the worker's need for acceptance and approval by his or her coworkers. On the other hand, Noneconomic rewards and sanctions significantly affect the behaviour of the workers and largely limit the effect of economic incentive plans.

* أما حينه المبدأ يتلقى ربه
بأنه القريب به وضع المدير
بأنه من ان به يفعله بغير .

3. Group Behaviour. Often workers do not act or react as individuals but as members of groups. This explains why management rewards and sanctions sometimes do not change behaviour if the group in the workplace has established its own set of norms. The behaviour of members of labour unions is a good example.

* النجاح بغير على
القريب وليس
المدير .

4. Group Support of Leaders. Leadership is important for setting and enforcing group norms and it is important to recognize the difference between informal and formal leadership. Groups are most effective when they are led by those who are accepted and acknowledged as leaders by the group members themselves. Management-imposed leaders will be less effective in setting and enforcing group norms.

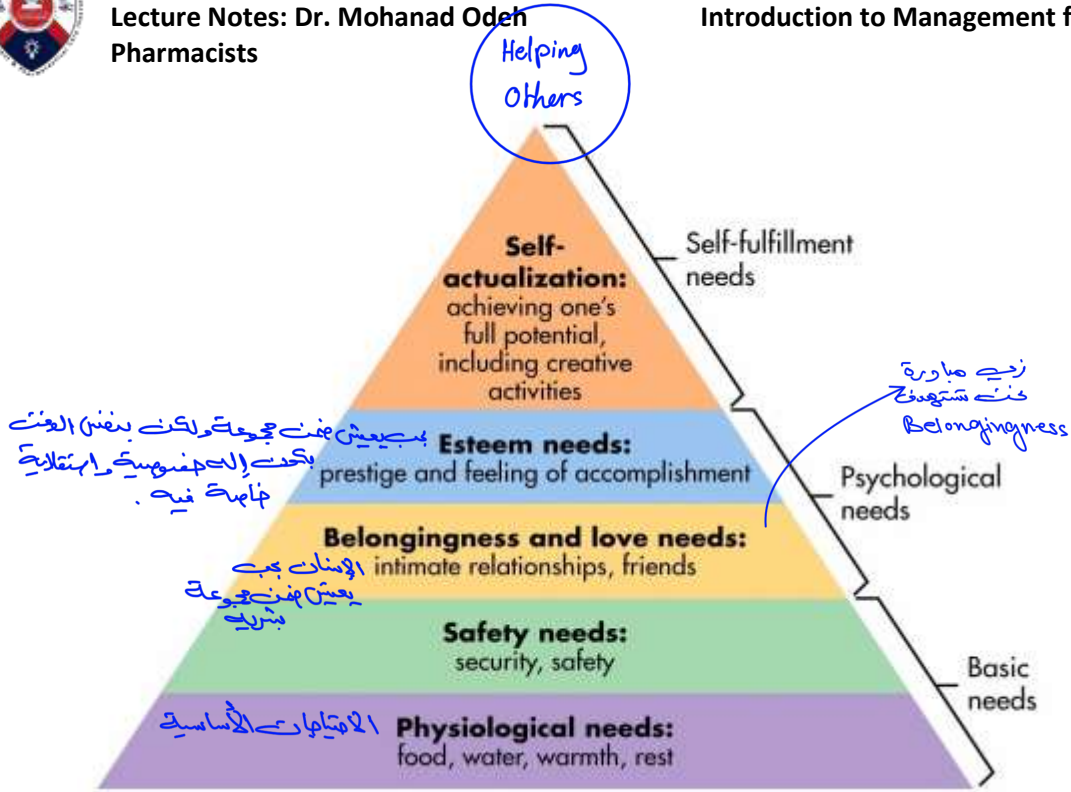
القريب هو الأساس

5. Inclusion through Communication. Communication between the ranks and participation throughout the ranks in organizational decision making are important factors in any attempt to understand worker behaviour and productivity. Workers who feel included, especially in decisions that affect them directly, are likely to participate in the life of the organization in a more positive way than those who feel left out.

2. B) Maslo, Human Needs in Management:

A very popular theory based on hierarchy of human needs had been suggested by Abraham Maslow in 1943, this hierarchy account to illustrate human basic needs, personality development and motivation. (Maslow, 1943)

Maslow work had been adapted modified and widely used in many branch of science, management is one of them, despite that Maslow theory did not originally designed to be applied by management studies. Nevertheless, its basic provide reasonable link with human side and human relation parts of management.



تطبيقه في المجال المسائي

- * يدرك في ساعات عمل فعقولة تدان في النوم
درانبة اساسية physiological needs
- * التأمين العمي ، الضمان الاجتماعي ، الأمان الطبيعي safety needs
- * team work مازية جموعات teams Belongingness
- * مثال زية الوظائف الشهرية تحت اله مكافأة Esteem needs
أو مثال التي يشارك بصنع معيت بياض شجاعة (Reward)
- * يعينه عنده مؤلفه غير دأطبة Reward ميب حو ال growth (تفعل التبعين)
اليع ليعر Self acultation

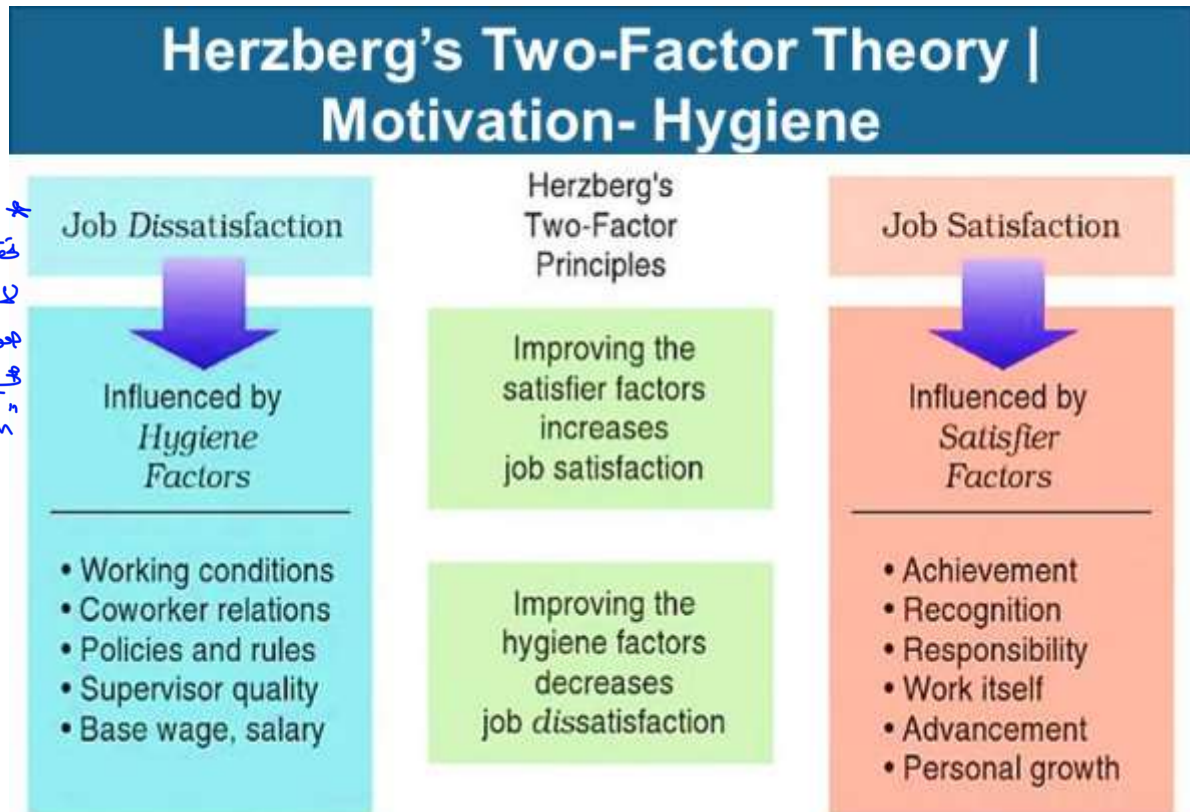


Domain	Maslow Original Theory		Adapt it in Pharmacy Management business
Growth Motivator (Self-fulfilment needs)	Step 5 - Self-actualisation	Realising personal potential, self-fulfilment, seeking personal growth and peak experiences.	Clear promotion policy. Opportunities for good performers and achievers to transfer their skills and knowledge. Individual tailored developmental training. Short term assignments.
Psychological needs	Step 4 - Esteem needs	Self-esteem: achievement, status, responsibility, reputation.	Clear reward schemes. Recognition policy for performance and achievements. Regular professional feedback (both motivational and developmental feedback) Meaningful delegation.
	Step 3 - Belonging and Socialisation	Family, affection, relationships, work group etc.	Strong team spirit Socialising Or team building activities. Coaching and Mentoring Share common professional believes.
Basic Needs	Step 2 - Safety needs	Protection from elements, security, order, law, limits, stability, etc.	Safe working conditions: Physical & health safety: protection against accidental and non-accidental injuries, contamination, infection, hazard chemicals... etc Personal safety: against threaten or theft and personal harassment of all kinds. Job security Insurance of all types.
	Step 1 - Physiological needs Survival Needs	Air, food, drink, shelter, warmth, sex, sleep, etc..	Balance and fair working hours (includes schedules and breaks) Clear vacation and replacement policy. Salary Decent physical working environment (ventilation, adequate lighting, water availability ... etc.)



نظريته مقوية جداً ومهمة ويستند لها كثير من مهندسي

2. C) Herzberg Theory OR Motivation-hygiene theory Or Two factor theory.



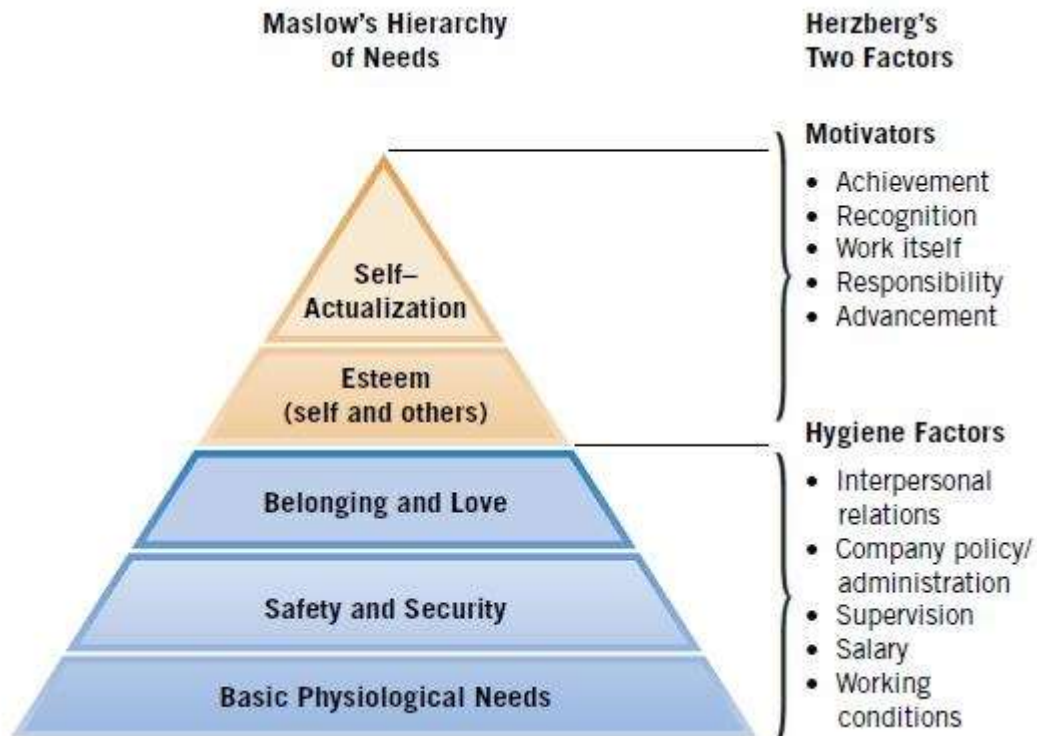
* النظرية بتكسر إنيه
تفتق dissatisfaction
لا يعالج المسكن الة
هو ال satisfaction
في تحققة استه اسماء
"not dissatisfaction"

Frederick Herzberg was clinical psychologist and considered as the pioneer of 'job enrichment', Herzberg showed that satisfaction and dissatisfaction at work nearly always arose from different factors, were not simply opposing reactions to the same factors. For example, if low salary is a dissatisfaction factor, high salary will not be considered a motivator factor.

According to Herzberg and his colleagues (Herzberg, Mausner, & Snyderman, 1959), Man has two sets of needs; one to avoid pain, and two to grow psychologically.

The group of needs to avoid pain are described as '**Hygiene needs**' Or '**Maintenance factors**' they are main drivers for **Job dissatisfaction**, examples of such factors are: Salary (Pay), Job Security, Company policies, Supervision, Relationship within work and Physical work conditions.

The group of needs to grow are described as '**True motivators**' they are main drivers for Job satisfaction, these include: Achievement, Recognition, Work itself, Responsibility, Promotion, Advancement, personal growth.



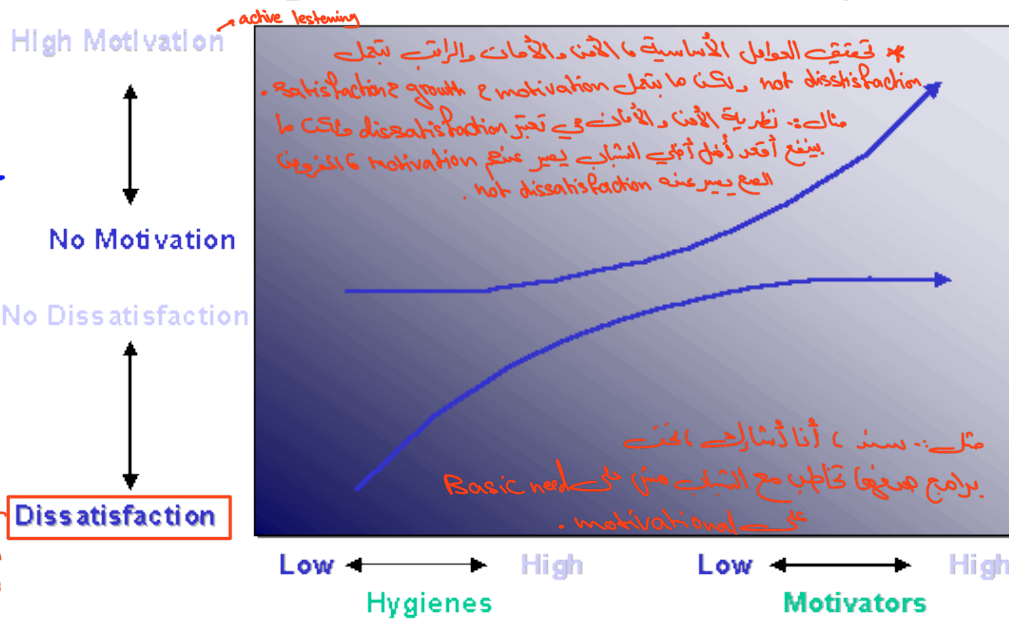
Despite that Herzberg theory may be linked to Maslow theory, it delivers an important addition which states that: The opposite of satisfaction is No satisfaction. The opposite of dissatisfaction is No dissatisfaction. Satisfaction is not the opposite of dissatisfaction, accordingly remedying the causes of dissatisfaction will not create motivation. (Herzberg, 1987).

So High Motivational factor lead to satisfaction, Motivation and Commitment

High Hygiene factors lead to: Prevention of dissatisfaction



Herzberg's Two-Factor Theory

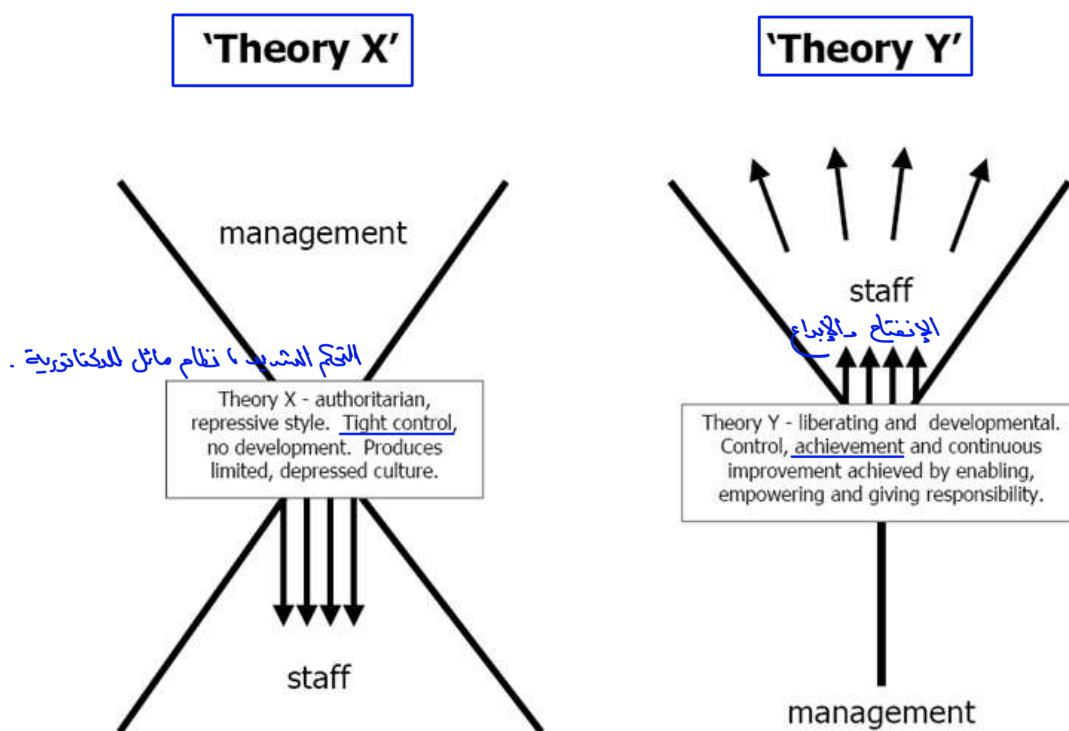


2. D) McGregor X, Y Theory.

Douglas McGregor, an American social psychologist, published his idea in 1960, in which he reported some observations about the attitudes of management, he identified two sets of manager's attitudes towards human nature and behaviour at work X and Y. (McGregor, 1960) His work later on became popular and known as X-Y theory. Since then

مثال: شركة أجنبية هي لها يوفى كل شيء اللهم بغيرهم راتب متازه ، لدينا لا يقدر motivation هذا يعني فصل not dissatisfaction ، لأنه مرة من معطهم Reward ، Recognition ، achievement

this theory remains a valid basic principle from which to develop positive management style and techniques.



Attitudes toward workers	X named group	Y names group
Management style and control	Authoritarian and centralized control is retained.	Participative: Management involves employees in decision making but retains power to implement decisions.
The essential task of management	To organise the elements of productive enterprise— money, materials, equipment, people—in the interest of economic ends.	To arrange organizational conditions and methods of operation. So that people can achieve their own goals best by directing their own efforts toward organizational objectives.
Attitude toward work	People have an inherent dislike for work and will avoid it whenever possible.	People will exercise self-direction if they are committed to the objectives; Work is as natural as work and rest.
Ambition & Responsibility	People are not ambitious, they want to avoid responsibility.	People are ambitious; they are willing to take on responsibility.



Attitudes toward workers	X named group	Y names group
Concern	People are self-concern.	People are willing to work for organizational goals or causes they believe in.
Development & Change	People are resistance to change & dislike it.	People are capable of creativity, ingenuity, and can cope with change.
Rewards & Appraisals	People must be coerced, controlled, directed, or threatened with punishment in order to get them to achieve the organizational objectives.	People need appraisal and opportunity for promotion.
Application	Large scale production operation and <u>unskilled</u> production-line work.	Suited to <u>knowledge work</u> and <u>professional</u> services. <i>Small groups & high skill work</i>

← زرع مثال برى خط إنتاج
بالتالى يستخدم الح .

← نية عماله للبداع والابتزاز .

← إذا كان المتفرغ high quality
بالتالى ينطبق على .

2. E) Likert Four management approaches:

Rensis Likert , American administrator and organizational psychologist , in 1967 he suggested four basic types of management approaches toward human relation in work, in particular he described the managers and employees relationship. The suggested approaches have been adapted in both management and leadership styles.



Type	Trust	Team work and Communication	Rewards & Motivation	Decision
Exploitative Authoritative	no trust and	Very little	Through Fear and Punishment	Imposed on subordinates and they do not feel free at all to discuss things about the job with their superior.
Benevolent Authoritative	Master / Servant	Little	Through system of rewards	Passed to subordinates and they do not feel free to discuss things about the job with their superior
Consultative	not complete confidence	Some communication both vertical and horizontal, moderate team work	Through rewards and some involvement in the job.	The superior request ideas, but they did not involve subordinates in decision making.
Participative	High level	High level	Full engagement, rewards based on goals which have been set in participation.	Shared and participation.

2.F) Argyris Maturity – Immaturity theory:

Chris Argyris, was an American business theorist, Professor Emeritus at Harvard Business School, who has a big impact on many areas and aspect of management such as Monitor Group., Organization Development, Learning organizations and leadership style.

Simply Argyris Maturity – Immaturity theory describes two attitudes of employee, Mature attitude and immature attitude, he discussed the development and personal growth and development from the immature phase to the mature phase in seven different changes behaviours. (Argyris, 1964) and (Argyris, 1960)



Employee Behaviour	
Immature (described as infant)	Mature (Describes as adult)
Passive state	Active state
State of Dependency	Relative independence state
Behave in a few ways	Behave in many ways
Erratic, casual and shallow interest	Deeper and stronger interest
Short-time concern	Long-time concern
Subordinate to everyone	Equal or superior position
Lack of both Self-awareness and self-control	Demonstrate both Self-awareness and self-control

	Classical	Human relation approach
Increasing Productivity by	Rational, standard and best scientific ways to perform task.	Humanising the tasks, through dealing with individual And group behaviour, As well as team values and norms.
Adapted from	managerial perspective	people's psychological and social needs at work as well as improving the process of management.
Criticising theme	Tasks come first, whatever the workers are.	People come first, whatever the tasks are.



3. Modern and Comprehensive approaches to Management:

For the purpose of introducing management basic to the pharmacist we will not go through each management approach, instead we highlighted the basic and original approaches which can be summarised so far as 2 main approaches 1st is caring for task and productivity 2nd is caring for human relation.

Two approaches which will be in our consideration for modern management; 1st is the System approach, 2nd is the Situational approach.

3. A) System approach in Management

The comprehensive view of system is not solely designed for management; in fact it was founded firstly for biological science. Nevertheless, many writers modify it and apply it to management. Systems can be found in nature, in science, in society, in an economic context, and within information systems.

a system is defined as any assemblage of objects united by some form of regular interaction or interdependence .

Accordingly, A system can be natural (e.g., lake) or built (e.g., government), physical (e.g., space shuttle) or conceptual (e.g., plan), closed (e.g., chemicals in a stationary, closed bottle) or open (e.g., tree), static (e.g., bridge) or dynamic (e.g., human).

In regard to **its elements**, a system can be detailed in terms of its **components**, composed of people, processes and products; **its attributes**, composed of the input, process and output characteristics of each component; and **its relationships**, composed of interactions between components and characteristics. (Tien & Berg, 2003)

3.A.i) General System theory

One of the earliest writers who discuss system concept was the biologist Ludwig Von Bertalanffy, he defined system as 'complex of interacting elements', interaction can be physical, biological, psychological, social and cultural.

In fact, he used the term system as a new scientific term to apply it in all disciplines. In a particular view toward management and organisation von Bertalanffy (1968, p. 33) stated that "*there are many instances where identical principles were discovered several times because the workers in one field were unaware that the theoretical structure required was already well developed in some other field. General systems theory will go a long way towards avoiding such unnecessary duplication of labor.*" (Bertalanffy, 1968)

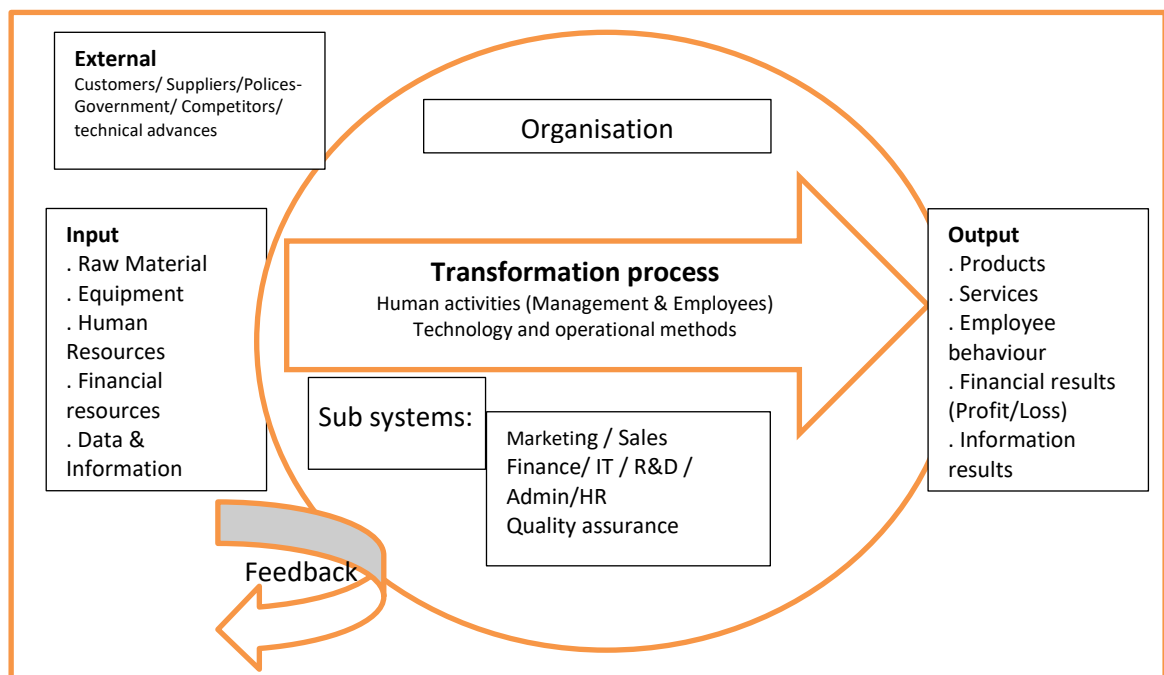


Since then tens of theories have been suggested in all disciplines. Accordingly tens of models and different component, types, subtypes, modes of reaction and interaction have been suggested.

3.A.ii) Viable system approach (VSA)

suggests a new interpretation of consolidated

strategic organizational and managerial models: sub-systems and supra-systems. Sub-systems focuses on the analysis of relationships among enterprises' internal components while supra-systems focus on the connections between enterprises and other influencing systemic entities in their context (Golinelli, 2000; Golinelli, 2005; Barile,2006; Barile, 2008).





3. B) Contingency Theories (Situational Theories)

This may be seen as the most realistic theories. Despite that it did not suggest a management style or specific approach, it assess the ground floor to choose the best model which fits the specific organisation variables.

Simply such theories contract the idea that 'one size fits all' instead it states that there is no single best way for all, each individual organisation and institution is different. Moreover, the same organisation may operate differently mainly in tow main aspects.

Firstly, the whole system is able to change with time.

Secondly, various subsystems within the same organisation at a given time apply different approaches, for example the sales and marketing department should behave as open sub-systems while for example the research and development department may be act as closed sub-system.

Such situational approach has been applied in leadership; however, it suits management too. To apply the best management approach individual should define the related situational variables, based on the nature of organisation, variables may range from few -less than 5- to massive variables -up to more than 100-.

Examples of common variables are: Size of organisation, Technology within it, Environment surround it and resources, Strategic plans ...etc, in addition to the basics of organisation as its outcome types, vision and mission.

This concept is very simple and obvious for any human mind, in fact, even old traditional classical writers who described management had pointed such idea,

Taylor (1911) emphasized the importance of choosing the type of management best suited to a particular case. Fayol (1949) also found that there is nothing rigid or absolute in management affairs. Based on this we should document that the theory of contingency and/or situational leadership and management has been actually launched when the research specifically studied detailed contingency and situational variables.

3.B.i) Fiedler Contingency Theory:

Fred Fielder is widely recognised as one of the first writers who launched the contingency theory; he implemented the results of the least preferred co-worker (LPC) scale to describe 3 contingent variables;

1. Task structure 'the degree to which the task is structured'; Task oriented situation
2. leader-member relations 'the degree to which subordinates like or trust the leader', Relation oriented leader



3. Position power the formal authority possessed by the leader'

Based on the contingent results;

If the total LPC is less than 64 then the situation of leader is perceived as Task oriented, if it is more than 72 then the leader is perceived as Relation oriented leader.

The manager or leader can decide how to act in order to achieve the desired balance and best outcomes. (Fiedler, 1967)

1	Unfriendly	1 2 3 4 5 6 7 8	Friendly
2	Unpleasant	1 2 3 4 5 6 7 8	Pleasant
3	Rejecting	1 2 3 4 5 6 7 8	Accepting
4	Tense	1 2 3 4 5 6 7 8	Relaxed
5	Cold	1 2 3 4 5 6 7 8	Warm
6	Boring	1 2 3 4 5 6 7 8	Interesting
7	Backbiting	1 2 3 4 5 6 7 8	Loyal
8	Uncooperative	1 2 3 4 5 6 7 8	Cooperative
9	Hostile	1 2 3 4 5 6 7 8	Supportive
10	Guarded	1 2 3 4 5 6 7 8	Open
11	Insincere	1 2 3 4 5 6 7 8	Sincere
12	Unkind	1 2 3 4 5 6 7 8	Kind
13	Inconsiderate	1 2 3 4 5 6 7 8	Considerate
14	Untrustworthy	1 2 3 4 5 6 7 8	Trustworthy
15	Gloomy	1 2 3 4 5 6 7 8	Cheerful
16	Quarrelsome	1 2 3 4 5 6 7 8	Harmonious

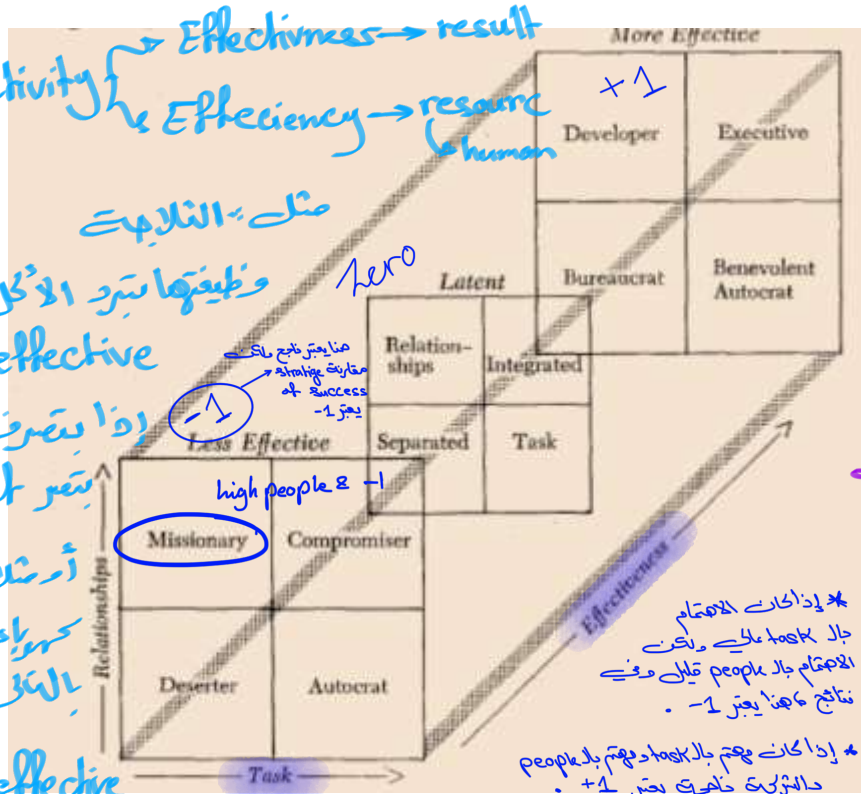
3.b.ii) 3-D Management style theory by Riddle and Situational leadership by Hersey and Blanchard,

Sharing the same concept with Fiedler, William James Reddin designed his models based on interaction between the 2 contingent variables of management style (task and relationship orientations).

However, Reddin add a 3rd useful contingent variables which is the effectiveness. He describes more detailed results from interaction of these variables as well. (Reddin, 1967)



For pharmacist managers who may apply such 3-d model orientation we suggest use the term successful instead of effective in describing each level, and we add the 2 scale to describe successful (Effectiveness and Efficacy).



و أهم نظريات الإدارة
تقوم على result & tasks (classical)

إذا كان في connection
عليه رما في position فهذا
يعتبر بر صحت -1

مثال: 1 - 2 high people

مثلا يجب ان يكون ويره يجمع
سبابة والابتداء من طرفه هار يعطي لأنه
يخاف من السبابة و ما تعلم سبابة.

منه علامته الأب جابته تعبر علية
"highly relationship"

ويعتبر ما هار عنك development
(لأنه ما تعلم سبابة) & production

والتالي يعتبر -1 ← فعشان يعتبر +1 كان لازم يعلق سبابة.

efficacy	Efficient	fruitless for ← غير مثمر	Success Leader
	Not Efficient	die slowly	Survive
		Fool Failure فشل بعباء	wasteful achiever
		die quickly	Thrive
		not effective	effective

الذي
ينموه أقرب
تخونه بالعادة
الناس يوفون
الغشياء على
التناجح

تخصي تجربتي على حاله وعلى غير.

و الطالب الذي ما يبرهن وما يجيب علامة
not effective not efficient

و الطالب الذي أتم من خبره كثير وما جاب
عديت effective not efficient

و الطالب الذي ما جاب من خبره ما جاب
جاب علامة effective not effective



Levels	No Orientation	Relationship Orientation	Task Orientation	Both
Less Successful (less effective, And less efficient)	Deserter	Missionary	Autocrat	Compromiser
		<ul style="list-style-type: none"> -Emphasizes positive climate in the work place. - Sensitive to subordinates' personal needs and concerns. - Priority is to keep people happy. -Avoid conflict, cannot enforcing control, cannot say 'No' or denying request, cannot give negative appraisals. <p>Ineffective because the strong desire to be seen as (good person) prevents disruption of relationship to get production.</p>	<ul style="list-style-type: none"> -The immediate task before all other consideration -Unilateral decisions without explain or justify them. -Such managers minimize interaction with people. <p>Ineffective because such manager has little confidence in others and no accounts for human relation.</p> <ul style="list-style-type: none"> -Employees may dislike such manager and cannot be work unless there is a direct supervision pressure. 	
Basic Or Latent	Separated	Relationship	Task	Integrated
More successful (More Effective And More Efficient)	Bureaucratic	Developer	Benevolent Autocrat	Executive
		<ul style="list-style-type: none"> -Professional expression of human relation concern. - Assertiveness behaviour along with relation orientation. -Trust others and aim to develop them. -Work to ensure both satisfaction and motivation. -Creates work environment of subordinates' commitment to both the manager and the job. - Personal development may be unrelated to job or may be at a position which is before short or long-term job production. 	<ul style="list-style-type: none"> -Professional expression of task concern. -Assertiveness behaviour along with task orientation. -Such Manager Implicit trust in him/her self and concerned with both immediate and long run task -Shared decision is applicable based on task goals. -Such managers meet group needs but ignore one to one personal relationship. -The environment created is less aggressive toward the manager personality and subordinates are more obedience to manager commands. 	



Levels	No Orientation	Relationship Orientation	Task Orientation	Both task and Relation
Less Successful (less effective, And less efficient)	Deserter			Compromiser
	<ul style="list-style-type: none"> -Avoidance of any involvement or intervention. -looking the other way to avoid enforcing rules. -Avoidance of change and planning -Tend to be defensive in nature -Hinder the performance of others through intervention or by withholding information. -Ineffective not only because lack of interest but also because of effect on moral. 			<ul style="list-style-type: none"> -Recognise the advantage of both variables. -Balance task and relation orientation but with passive approach operations. -Ineffective when cannot make sound decisions, tend to minimise immediate problems rather than maximise long term production. - Environment may be in status of paralysis and delay productivity due to both ambivalence and compromise. - Challenge is to translate such good balance to meet both short and long run productivity outcomes.
Basic Or Latent	Separated	Relationship	Task	Integrated
More successful (More Effective And More Efficient)	Bureaucratic			Executive
	<ul style="list-style-type: none"> - legalistic and procedural approach -Acceptance of hierarchy of authority; -Preference of formal channels of communication -Effective as the environment follows the rules and maintains a mask of interest. 			<ul style="list-style-type: none"> -Professional expression of compromiser - Balance both orientations with assertive approach. - Such manager can implement both sound decision and continuous development environment. - Maximising both short and long run productivity. This strongly linked to individual performance of subordinates. -Clear and sustain high standards not only for the relationship and tasks but also for the Environment: performance, growth and productivity.



Main (basic) Functions for Management and Manager

Set of activities (including planning, organising, controlling, leading and decision making) directed at an organisation resources (human, financial, physical and information) with the aim of executing program within the organisation (institution).

1) PLANNING

It is the ongoing process of developing the business's goals and objectives and determining how they will be accomplished and achieved.

Planning includes both the broadcast view of the organization, e.g. its mission, and the narrowest, e.g. a tactic for accomplishing a specific goal.

Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed.

Planning is the core function of management because it is the foundation of the other four areas

Four steps in Planning are as follows: -

- Objective (SMARTier)
- Method
- Timing
- Strategy (Details in next year project management: Vision, Value, Mission, Strategic objectives, Actions and KPIs)

It basically bridges gap between present and future.

Planning includes: -

- Analysing and evaluation (Details in next year project management: the analysis techniques)
- Designing procedures
- Policies
- Rules
- Programmes
- Budgets



Planning can be short run or long run, but it is mostly for both, simultaneously. Short term plans are made to benefit long terms plans.

2) ORGANIZING along with Staffing

Organizing is an essential function of management. It is the process of accumulating resources from various sources to work according to the plans laid out by the management.

Simply: how to group and coordinate activities and resources.

Organizing is accumulating all resources (Physical, human and monetary resources.). This assembling would depend on the objective set by an organization.

Organizing can be thought of as assigning the tasks developed in the planning stages, to various individuals or groups within the organization. Organizing is to create a mechanism to put plans into action.

This function is also known to be the backbone of management.

The function of organizing contains following characteristics:-

- Structuring the functions
- Structuring duties
- Establishing authority - subordinate relationships

Steps of Organization function: -

- 1.Determination of activities of the enterprise in the line of its objectives
- 2.Dividing the activities into appropriate groups
- 3.Assignment of these activities to individuals
- 4.Delegation of authority
- 5.Fixing responsibilities
- 6.Co-ordination of these activities and authority relation

In short, Organization is all about division of work amongst individuals and co-ordination of their efforts to achieve the objective set by the organization.

Immediately after planning, the manager needs to organize the team according to plan. This involves organizing all of the company's resources to implement a course of action and determining the organizational structure of the group.



Without organization, a company will have no structure and their day-to-day operation of business will most likely collapse. If management is disorganized, it can trickle down to the employees because they will lose confidence in their leaders.

Staffing

is simply appointing individuals for various positions in order to complete that objective.

It includes: recruitment, placement, training, development, remuneration, performance analysis, and promotions.

3) Leading/ Directing

It is the people management core, the inert-personnel aspect of management, which deals directly with people for the achievement of organizational goals.

It is considered life-spark of the enterprise which sets it in motion the action of people because planning, organizing and staffing are the mere preparations for doing the work.

the most important aspect of directing is having effective communication.

Direction has following elements:

- Issuing orders and instructions
- Guiding and counselling skills and sub-skills
- Supervision skills and sub-skills

4) CONTROLLING

In this function the manager is supposed to explain the job essentials to the individuals and guide them in achieving their goals.

Simply: it is monitoring the progress toward goals.

Controlling involves: -

- Measurement of accomplishment against standards
- Analysing reasons and deviations
- Responsibility Fixation
- Taking corrective measures



The last function of management deals with monitoring the company's progress and ensuring that all of the other functions are operating efficiently.

Since this is the last stage, there are bound to be some irregularities and complexity within the organization. This in turn can lead to certain situations and problems arising that are disrupting the company's goals.

Given is the stage where all the final data is gathered, it is the management's job to take corrective action, even where there is the slightest deviance between actual and predictable results.

Controlling is the following roles played by the manager: -

1. Gather information that measures performance

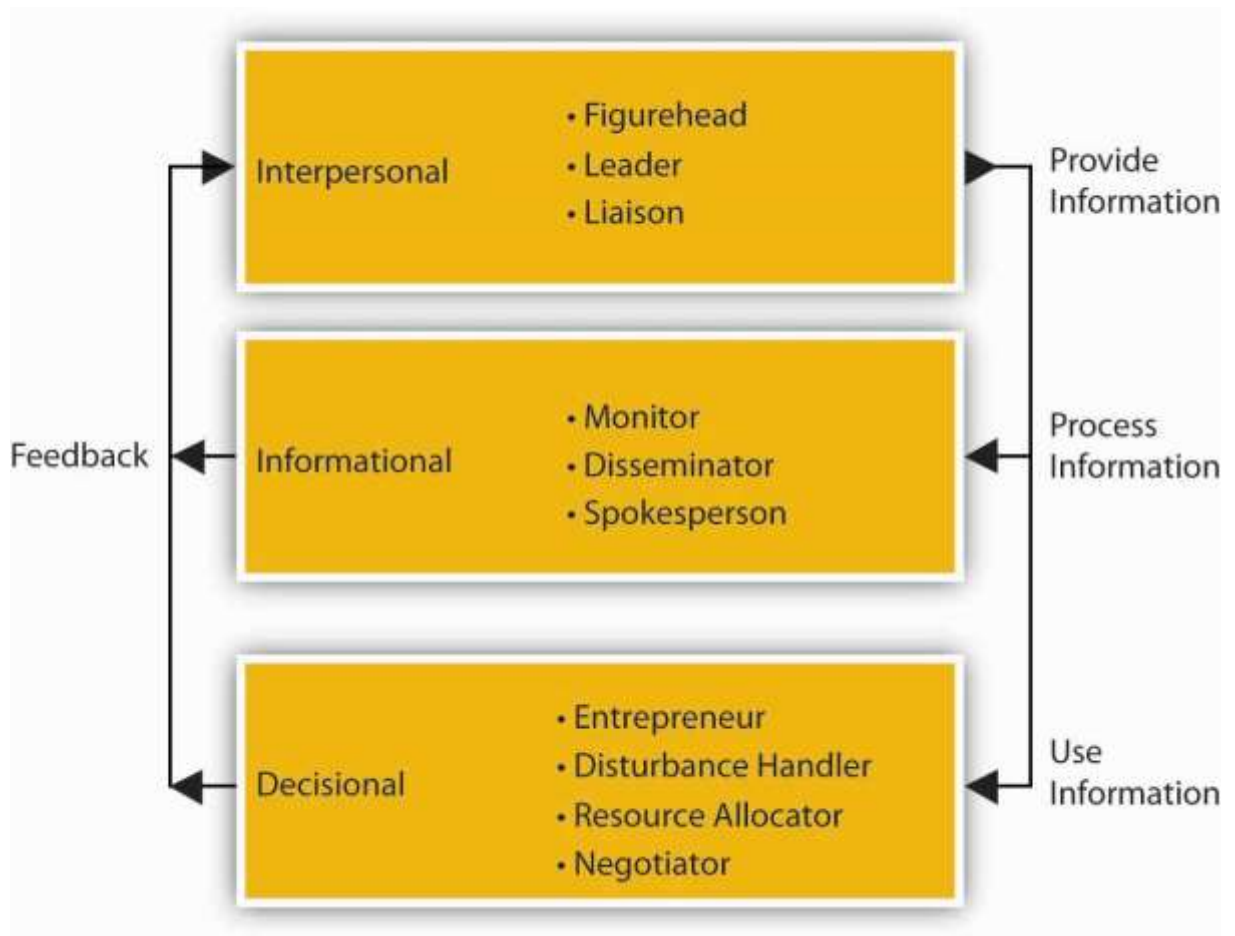
- a. Establishment of standard performance.
- b. Measurement of actual performance.
- c. Comparison of actual performance with the standards and finding out deviation if any.
- d. Corrective action.

2. Determine the next action plan and modifications for meeting the desired performance parameters.

Manager 10 Roles By Henry Mintzberg

In his classic book, *The Nature of Managerial Work*, Henry Mintzberg describes a set of ten roles that a manager fills. These roles fall into three categories:

- Interpersonal: This role involves human interaction.
- Informational: This role involves the sharing and analyzing of information.
- Decisional: This role involves decision making.





Category	Role	Activity	Example
Interpersonal	<i>Figurehead</i>	Perform social and legal duties, act as symbolic leader	Greet visitors, sign legal documents, attend ribbon cutting ceremonies, host receptions, etc.
	<i>Leader</i>	Direct and motivate subordinates, select and train employees	Includes almost all interactions with subordinates
	<i>Liaison</i>	Establish and maintain contacts within and outside the organization	Business correspondence, participation in meetings with representatives of other divisions or organizations.

Informational	<i>Monitor</i>	Seek and acquire work-related information	Scan/read trade press, periodicals, reports; attend seminars and training; maintain personal contacts
	<i>Disseminator</i>	Communicate/ disseminate information to others within the organization	Send memos and reports; inform staffers and subordinates of decisions
	<i>Spokesperson</i>	Communicate/transmit information to outsiders	Pass on memos, reports and informational materials; participate in conferences/meetings and report progress

Decisional	<i>Entrepreneur</i>	Identify new ideas and initiate improvement projects	Implement innovations; Plan for the future
	<i>Disturbance Handler</i>	Deals with disputes or problems and takes corrective action	Settle conflicts between subordinates; Choose strategic alternatives; Overcome crisis situations
	<i>Resource Allocator</i>	Decide where to apply resources	Draft and approve of plans, schedules, budgets; Set priorities
	<i>Negotiator</i>	Defends business interests	Participates in and directs negotiations within team, department, and organization



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