



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,

→ Human side على الإنسان
رابع حاضرة

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.

تم وضعه قولا من شيكاغو - أمريكا

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

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.

لشروع عمل في
جانب الموظفين وقلم
تدريش بقدرة يطبع
physical involvement
وكان الاداء نفسه
ماستحق انه الانتباه
human factor - اثر من
physical factor

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.

* ذي placebo effect هي نوع من انواع
Hawthorne effect الى المرئى يرضى الرضا بكم من عارفا انه
دواء مثل دواء وهمي

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.

ليس فقط بمعنى الرقابة
الادارية
* الشخص لما يكون proactiveness عكس Hawthorne effect هو ايجابية اولامو مستقل
لصعب يتوقف ويتكسب بسهولة (ابو وجيهين)



Hawthorne effect - تأثير هاثورن

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

1. **Productivity** is affected by social norms, not by physiological capacities. → mix الأثرين معاً
لما تشوف رأيهم و رأي الناس
بينهم

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.

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. النقابات العمالية

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.

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.