

INTRODUCTION TO MANAGEMENT
LECTURE NOTES: DR MOHANAD ODEH

تفريغ سبجى الخلايلة وآيه عياش

TABLE OF CONTENT WITH YOU TUBE VIDEOS.....	2
THE PRE-REQUEST FOR THE COURSE	2
OVERVIEW OF MAIN FUNCTIONS IN PHARMACEUTICAL COMPANIES	3
WHAT IS MANAGEMENT?	8
PHARMACY MANAGEMENT / LEADERSHIP LEVELS	9
DIFFERENCES BETWEEN LEADERSHIP AND MANAGEMENT (FUNCTIONS).....	9
LEADERSHIP THEORIES (MOST POPULAR)	10
MANAGEMENT APPROACHES	11
1)CLASSICAL APPROACH.....	12
1. A) SCIENTIFIC MANAGEMENT:	13
1.A.i) Tylor's Approach	13
1. A. ii) Gantt Charts.....	14
1. B) WEBER PRINCIPLES: BUREAUCRATIC MANAGEMENT.	14
1. C) GENERAL ADMINISTRATIVE THEORY	17
2. MANAGEMENT AS BEHAVIOURAL SCIENCE,	19
2. A) HAWTHORNE STUDIES – HAWTHORNE EFFECT: (OBSERVE EFFECT).....	19
2. B) MASLO, HUMAN NEEDS IN MANAGEMENT:	20
2. C) HERZBERG THEORY OR MOTIVATION-HYGIENE THEORY OR TOW FACTOR THEORY.	23
2. D) MCGREGOR X, Y THEORY.	25
2. E) LIKERT FOUR MANAGEMENT APPROACHES:.....	27
2.F) ARGYRIS MATURITY – IMMATURITY THEORY:	28
3. MODERN AND COMPREHENSIVE APPROACHES TO MANAGEMENT:	30
3. A) SYSTEM APPROACH IN MANAGEMENT	30
3.A.i) General System theory.....	30
3.A.ii) Viable system approach (VSA)	31
3. B) CONTINGENCY THEORIES (SITUATIONAL THEORIES).....	32
3.B.i) Fiedler Contingency Theory:	32
3.b.ii) 3-D Management style theory by Riddle and Situational leadership by Hersey and Blanchard,	33
MAIN (BASIC) FUNCTIONS FOR MANAGEMENT AND MANAGER	37
1)PLANNING	37
2) ORGANIZING ALONG WITH STAFFING	38
3) LEADING/ DIRECTING	39
4) CONTROLLING	39
MANAGER 10 ROLES BY HENRY MINTZBERG.....	40
HISTORICAL ORIGINAL REFERENCES	43

رح نبدأ كلام عن ال **management**, وفي كثير أسباب لتدريس هاد المساق، اول اشئ لو فتحت أي كتاب **management** رح الأقي فيه ال **basics** اللي رح يشرحها الدكتور، الدكتور بدرس أكثر من مساق خصوصا خامسة و بعض المصطلحات في ال **management** ضروري نتفق عليها، وسبب آخر أنها مادة أساسية وفي اعتقاد الدكتور سواء متعلم جامعي أو مش متعلم جامعي لازم يكون مهارات ال **basic management** تكون مارقة عليه مشان يستفيد في ال **personal life+ professional context**



Table of content with You tube videos

Title	Link	Minutes of the video
Management Introduction 1	https://youtu.be/BsWC0soWSJE	17
Management Introduction 2	https://youtu.be/F4W09D91MI	17
Management 3 Fayol & Admin	https://youtu.be/7H9YOSwsV0c	18
Management 4 Hawthorn	https://youtu.be/90THgneLcyc	12
Management 5 Maslo	https://youtu.be/S9DpShzFV70	12
Management 6 Herzberg	https://youtu.be/ghJx-fDXcXQ	13
Management 6 - XY Herzberg	https://youtu.be/RcA5U-uSvPQ	5
Management 7 Likert	https://youtu.be/QbE6CSO-yNU	12
Management 8 Modern	https://youtu.be/0JacZf5Kxvg	11
Management 9 Fiedler	https://youtu.be/l_hSn0j-iYU	7
Management 10 the 3D	https://youtu.be/7m2SsnX-mzI	16
Management 11 the 3D	https://youtu.be/mZaVFZFs7c	15
Management 12 the 3D	https://youtu.be/5HJsFA6uDP4	16
Management 13 Functions	https://youtu.be/ZVizJGFgo5U	14
Management 14 Functions	https://youtu.be/Xgqxfldu5vl	13

The Pre-request for the course

How to Develop your self	DV Equation DK Curves Building Capacity Tables
How to think	Six thinking hats
How to lead your time and Priorities	Priority Grid Goal setting Gantt charts Pomodoro Wellness Balance
Understand real-life leadership	Five level of leadership
Communication Skills Johari Windows	Basic communication (Sender, Receiver, Channel, Feedback) Listening skills and Empathy Feedback receiving Feedback delivering Burger technique Level of Self-expression
The 3 V models Mehrabian Theory	Visual (Proxemics, Body Language ...etc) Vocal (Tense, Tone, Stress Verbal (patient Language) Rapport; Matching and Mirroring
Change Equation and Motivational interviewing	Basics about Motivational Interviewing Change and Resistance to change



Overview of main functions in Pharmaceutical Companies

Pharmaceutical Company Structure: Key Departments and Roles

A well-structured pharmaceutical company comprises several key departments that collaborate to ensure **product development, regulatory compliance, market success, and operational efficiency**. Below is an overview of the major departments, their functions, and key roles within them.

Sales / Marketing/ Medical Affairs / Quality Assurance (QA) & Quality Control (QC)/ Regulatory Affairs
Supply Chain & Logistics / HR / Finance accounting / Legal Department / Production.

Other departments as; Research and Development (Medical), Business Development (Marketing), Public Relations (Marketing) and Pharmacovigilance (Medical or Regulatory).

This is a brief outline of the main departments and a short description of some of the most popular jobs. It is common but not mandatory, as some companies may have their own organizational setup

1. Sales

Engages directly with healthcare providers, pharmacies, and distributors to drive product sales and expand market reach.

- **Key Roles:**
 - **Medical Representative** – Promotes pharmaceutical products to healthcare professionals.
 - **Senior Medical Representative** – Manages key clients and high-value accounts.
 - **Sales Supervisor** – Oversees a team of medical representatives within a specific territory.
 - **Area Sales Manager** – Manages sales activities within a designated geographical area.
 - **Sales Manager** – Leads regional or national sales teams to achieve sales targets.
 - **Sales Director** – Develops and executes the overall sales strategy at the corporate level.

2. Marketing

Develops strategies for branding, product positioning, and promotional campaigns to ensure successful market penetration.

- **Key Roles:**
 - **Product Specialist** – Assists in collecting marketing data, gathering customer feedback, and supporting senior management
 - **Product Manager** – Oversees product development, positioning, and life cycle management.
 - **Brand Manager** – Focuses on branding strategy and market presence.



- **Marketing Manager** – Manages marketing campaigns, customer engagement, and strategy execution.
- **Marketing Director** – Leads overall marketing strategy and execution at the corporate level.
- **Commercial Excellence** – Optimizes marketing and sales strategies using data-driven insights.

3. Medical Affairs

Provides scientific support, conducts clinical studies, ensures accurate medical communication, and engages with healthcare professionals.

- **Key Roles:**

- **Medical Science Liaison (MSL)** – Acts as a bridge between the company and healthcare professionals, providing scientific and clinical data.
- **Medical Affairs Manager** – Oversees medical education programs and medical communications.
- **Scientific Advisor** – Supports clinical research and regulatory teams with scientific expertise.
- **Medical Director** – Leads the medical strategy and ensures compliance with ethical and regulatory standards.

4. Quality Assurance (QA) & Quality Control (QC)

Ensures that all processes and products meet safety, efficacy, and quality standards through rigorous testing and compliance checks.

- **Key Roles:**

- **QA/QC Analyst** – Conducts tests and monitors compliance with regulatory standards.
- **Quality Manager** – Oversees all quality assurance processes and ensures adherence to Good Manufacturing Practices (GMP).
- **Validation Engineer** – Ensures all production processes and equipment meet regulatory standards.
- **QA Director** – Leads the overall quality assurance strategy for the company.

5. Regulatory Affairs

Manages drug approvals, ensures compliance with regulatory bodies (e.g., FDA, EMA), and oversees product labeling and documentation.

- **Key Roles:**

- **Regulatory Affairs Specialist** – Prepares and submits regulatory documents for product approvals.



- **Compliance Officer** – Ensures adherence to industry regulations and company policies.
- **Regulatory Affairs Manager** – Oversees product licensing, registration, and documentation.
- **Regulatory Director** – Leads the company's regulatory strategy and interactions with health authorities.

6. Human Resources (HR)

Manages recruitment, training, employee relations, and workplace culture to support company growth and productivity.

- **Key Roles:**
 - **HR Officer** – Supports HR functions by managing employee records, assisting in recruitment processes, and ensuring compliance with labor laws and company policies.
 - **HR Manager** – Handles workforce planning, recruitment, and employee development.
 - **Talent Acquisition Specialist** – Focuses on hiring top talent for the company.
 - **Training & Development Manager** – Designs and implements employee training programs.
 - **HR Director** – Leads the overall HR strategy, policies, and employee engagement initiatives.

7. Finance & Accounting

Manages budgeting, financial planning, investment strategies, and cost control to ensure financial stability and profitability.

- **Key Roles:**
 - **Financial Analyst** – Monitors company financial performance and prepares reports.
 - **Cost Accountant** – Tracks production and operational costs for budget planning.
 - **Chief Financial Officer (CFO)** – Leads the financial strategy and ensures overall fiscal health of the company.

8. Manufacturing & Production

Responsible for large-scale drug production, ensuring quality control, Good Manufacturing Practices (GMP) compliance, and supply chain coordination.

- **Key Roles:**
 - **Production Manager** – Oversees daily production processes and ensures efficiency.
 - **Quality Control Specialist** – Conducts tests to ensure product safety and efficacy.
 - **Packaging Supervisor** – Manages the packaging and labeling of pharmaceutical products.



- **Manufacturing Director** – Leads overall production strategy and compliance with regulatory standards.

9. Supply Chain & Logistics

Oversees procurement, inventory management, and distribution to ensure the timely delivery of pharmaceutical products.

- **Key Roles:**

- **Supply Chain Manager** – Manages procurement and logistics to ensure continuous product availability.
- **Logistics Coordinator** – Oversees warehousing, distribution, and transportation of products.
- **Procurement Manager** – Handles supplier relationships and material sourcing.
- **Distribution Director** – Ensures efficient and compliant distribution of pharmaceutical products.

10. Legal & Compliance

Handles contracts, intellectual property rights, regulatory compliance, and risk management to ensure the company operates within legal frameworks.

- **Key Roles:**

- **Corporate Counsel** – Provides legal guidance on company operations and contracts.
- **Compliance Manager** – Ensures compliance with healthcare and industry regulations.
- **Legal Director** – Leads the company's legal affairs, risk management, and policy enforcement.

11. Research and Development (R&D)

Focuses on discovering, designing, and developing new medications, diagnostic methods, or medical devices.

- **Key Roles:**

- **Assistant Scientist:** Assists in laboratory experiments and data analysis.
- **Research Assistant:** Supports scientists in conducting research and experiments.
- **Laboratory Technician:** Conducts routine tests and maintains laboratory equipment.
- **Scientist – Researcher:** Conducts research into molecules during drug screening and characterization.
- **Senior Scientist:** Leads research teams and oversees projects.
- **R&D Project Manager:** Oversees timelines, budgets, and coordination of drug development projects.



12. Business Development

Identifies and pursues new business opportunities to expand the company's market presence and revenue streams.

- **Key Roles:**
 - **Business Development Coordinator:** Assists in market research and business strategy development.
 - **Market Analyst:** Analyzes market trends and competitor activity.
 - **Project Coordinator:** Supports project management and coordination.
 - **Business Development Manager:** Identifies and develops new business opportunities.
 - **Strategic Partnership Manager:** Builds and maintains partnerships with other companies.
 - **Business Development Director:** Leads overall business development strategy and execution.

13. Public Relations (PR)

Manages the company's image and reputation by communicating effectively with the public, media, and stakeholders.

- **Key Roles:**
 - **PR Coordinator:** Assists in drafting press releases and managing media inquiries.
 - **Social Media Specialist:** Develops and implements social media strategies.
 - **PR Officer:** Handles media inquiries and drafts press releases.
 - **Communications Manager:** Develops and executes communication strategies.
 - **Crisis Communications Manager:** Manages responses to crises affecting the company's reputation.
 - **PR Director:** Oversees all public relations activities and strategies.

14. Pharmacovigilance and Compliance Department: Monitoring drug safety and complains.

- **Key Roles:**
 - **Pharmacovigilance Officer:** Responsible for collecting, detecting, and assessing adverse drug reactions (ADRs) and other safety issues.
 - **Compliance Officer:** Ensures adherence to regulatory requirements and company policies related to pharmacovigilance.
 - **Safety Data Analyst:** Analyses safety data to identify trends and signals that may indicate new safety concerns.



- **Pharmacovigilance and Compliance Manager:** Oversees both pharmacovigilance processes and compliance activities.
- **Pharmacovigilance and Compliance Director:** Leads the overall strategy for pharmacovigilance and compliance.

تعريف ال **management** ما في ال **global agreement** ل ال **كل مؤلف أو باحث بقدر يعرفه** بطريقة مختلفة.

ال **management** ممكن تختلف من **discipline** ل **discipline** يعني من اختصاص ل اختصاص ف مثالا ال **management** ب **field** تاني ، ف تعريف ال **management** بخلاف عموما وبخلاف بال **specialities**.

What is Management?

Management Definition:

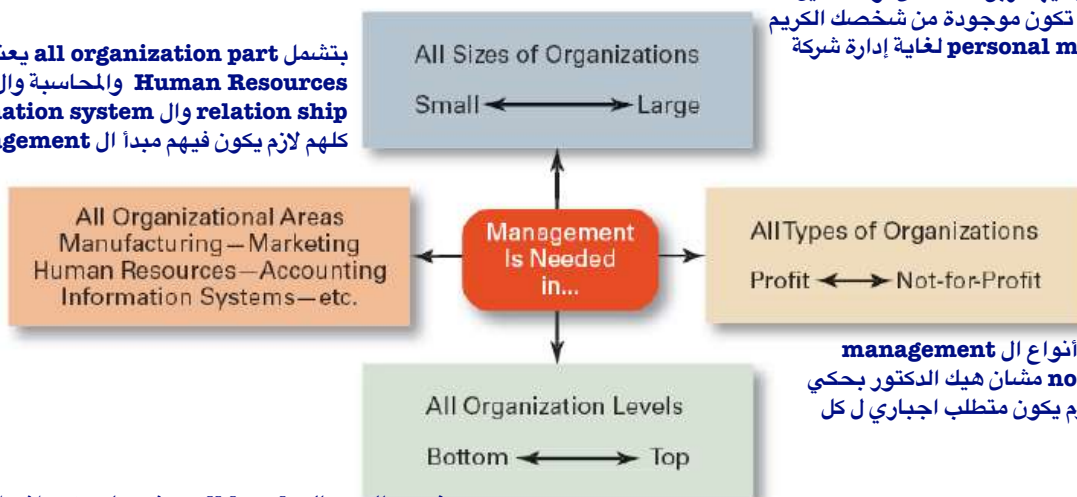
Research defining management has been ongoing and, to date, there is no global agreement on the definition of management. Internet simple search yielding

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.

ال **management** بتشمل **all sizes of organizations** سواء **big or small** يعني شركتي فيها أربع أشخاص أو خمسين ألف ، فكرة ال **management** لازم تكون موجودة من شخصك الكريم وحياتك من ال **personal management** لغاية إدارة شركة عملاقة

بتشمل **all organization part** يعني التسويق وال **customer** والمحاسبة وال **Human Resources** وال **relationship management** وال **information system** هدول كلهم لازم يكون فيهم مبدأ ال **management**



ولازم يكون في كل نوع من أنواع ال **management** سواء **profit** أو **non profit** مشان هيك الدكتور بحكي انه ال **management** لازم يكون متطلب اجباري ل كل حدا

برضه مطلوب بال **all levels** يعني ما بحكي انه الإدارات والموظفين ما بدهم **management**

موجود بال video بس مش موجود بالاسلايدات (2)

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



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.			

أنت كيف تتعامل مع الآخرين

هلا هذول financial ال non financials ال اما اللي بيدرسوا محاسبة مطلوب منهم اكثر من هيك بكتير

ب الصيدلة احنا عنا clinical management اللي درسناها ب مادة المهارات

إدارة المهارات تبني بشكل متراكم

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**.

هاد التعريف اللي مطلوب منا، **resources** ال ليست فقط المصادر المالية مثال. وقتك جهدك طاقتك هاد برضه **resource** سواء كان **quantity or quality** ، عدد الموارد البشرية ، كفاءة الموارد البشرية، عدد الطلاب ، كفاءة الطلاب هذول كلهم **resources**. شو يعني **organization**? كل منظومة بشرية سواء **profit or nonprofit** زي العائلة هاي تعتبر **organization** ، ف هو كل تجمع بشري زي العائلة، جمعية خيرية، الشركة، الجامعة ف هي منظومة بشرية بتعيش في إطار إداري معين

ما بنفع حدا **professional** متمكن من ال **management of people** بدون ما يكون متمكن أساسًا من ال **self management** ، اللي بصير عنا انه ممكن حدا يترقى بحكم ظرف معين ويصير مسؤول عن الآخرين وهو بتنقصه المهارات الاساسيه اللي بال **self management** ، ف احنا بال **professional context** ما بنرفقي حدا بدون ما نتأكد من امتلاكه ل 80%-100% من مهارات ال **self management**

هاد الجدول بعطينا خريطة تنمية بشرية ويمكن يرسم حياتك خمس سنين ل قدام بانه شو انمي مهارات ب حالي



Management Produces Order and Consistency	Leadership 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)

Trait-based leadership models

- Carlyle and Galton - Trait theory
- Ralph Stogdill - Trait theory
- Kouzes and Posner's top Ten Leadership Traits

Behavioural ideals leadership models

- Blake and Mouton's Managerial Grid
- Kurt Lewin's Three Styles Model
- Tannenbaum and Schmidt's Leadership Behaviour
- Kouzes and Posner's Five Leadership Practices Model

Situational/Contingency leadership models

- Path-Goal Theory - Robert House
- Bolman and Deal's Four-Frame Model**
- John Adair's Action-Centred Leadership model (The Three T element)
- James Scouller's Three P Levels of Leadership model
- Situational Leadership model, Hersey & Blanchard's**



Other famous Theories/ Models / Styles for leadership and leaders

- Servant leadership
- Sources of Leadership Power - French and Raven
- Transformational and Transactional Leadership

Management Approaches

ال management approach الي رح نؤخده رح يكون زي ما هو بالكتب

Classical	<ul style="list-style-type: none"> • Scientific Management • Bureaucratic Management • General Administrative (Operation) Theory
Behavioural	<ul style="list-style-type: none"> •Hawthorne studies – Hawthorne effect •Human Needs •motivation-hygiene theory, Tow factor theory •X, Y Theory •Four management approaches •Maturity – Immaturity theory
Modern	<ul style="list-style-type: none"> • System approach in Management • Contingency Theories (Situational Theories) <p style="color: red; text-align: right;">↑ اللي الدكتور بده إياه من هاد المساق:</p>

الدكتور بدرس النظريات بسبب مهم لأنه حتى أوصل الإدارة الشاملة اللي هي **situational theories** ف لحتى افهمها بشكل صحيح لازم افهم هذول النظريات

Blake and Mouton's Managerial Grid

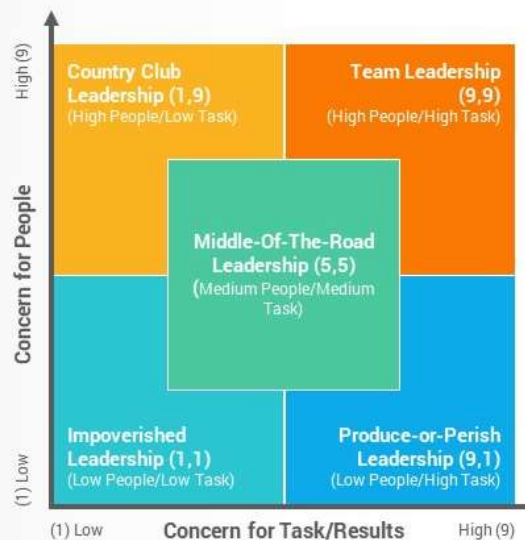
Managerial Grid (or Leadership Grid) was created by management theorists Robert Blake and Jane Mouton in 1964, and published in their book, The Managerial Grid: The Key to Leadership Excellence. The model states that leaders can be categorized based on how focused they are across two different dimensions: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





هاد الجدول بوضوح اكثر كل مدرسة من مدارس الإدارة وأشهر عالم اشتغل فيها و باي زمن

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

لما أقول **scientific management typos** بفصدها ال **approach** اللي اله قصة كتير حلوة واحتراما ل اله هو اول من وفق مبادئ الإدارة في العصر الحديث وسماها ال **scientific management** ولا كل هدول ال **management theories** مبنية على **science**

مهم جدا ب الإدارة والتنمية البشرية وإدارة سلوكيات الآخرين ويعلم الاجتماع

هاد حول أي شيء غير قابل للقياس إلى وحدة قابلة للقياس

جوهر هاد المساق وما بلاقيه ب سهولة ب ال **social media** لغاية 2010 كان صعب انه نلاقه لكن الآن اتطورت ومع إنها مش مشهورة كتير بس هي ب النسبة للدكتور رقم واحد

1) Classical approach

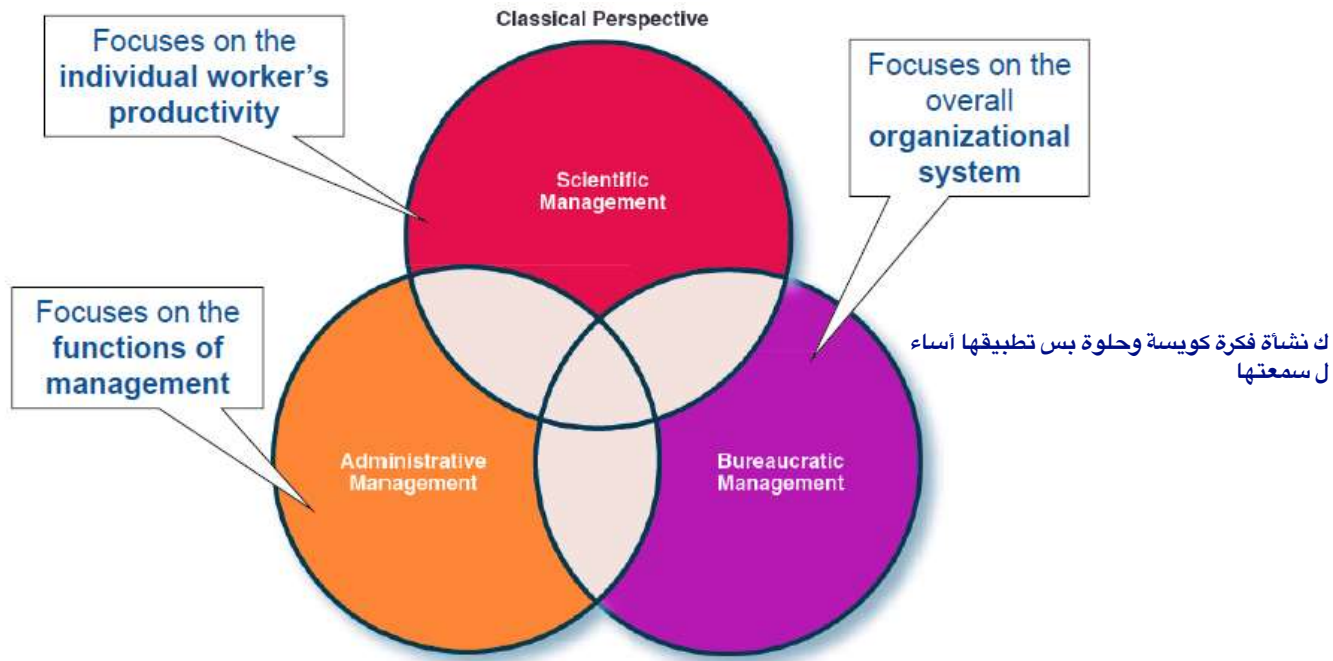
It was widely known as **Scientific or formal management**, it can be summarised by viewing of management as:

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

بقدر احكيها **standard methods** بدون **scientific**

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

ربما انه تعريف ال **formal management** هو **more practical** بس ل احترامنا ل الجماعة ب العصر الحديث. بال 1900 واطلع **they start to do the management as science** ف سموه **scientific management**. لما أشوف ال **other approach's** رح نميز الفروقات بيناتهم بس هون **direct relationship** ما بين العناصر اللي هما ال **workers , tasks, managers** والهدف منها انه يزيد ال **productivity** من خلال ال **tools** المستخدمة وال **standard methods**



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

اشتغل على **four main principles**

اول اشني عمل **development of standard of operation** حكى انه اول اشي في ال **management** هي انك تحدد الطريقة الصحيحة للعمل مثلا أنت طالب والطريقة الصحيحة للدراسة هي أني احضر قبل واحضر المحاضرة وارجع المحاضرة بعد وفي نهاية الأسبوع بعمل مراجعة وقبل الامتحان بدرسه وهاد هو ال **SOP (standard of operation)** للدراسة.

1. A) Scientific Management:

1.A.i) Taylor'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). اختيار الموظفين لازم يكون على مبدأ علمي وعلى **criteria** معينة ، يعني اذا احنا ما منحتاج طلاب يدخلوا على المساق معناها احنا حتى اقل مبادئ لل **management** مش ماخدينها في طلاب يكون الهم **criteria** معينه زي معدل اكثر من 80% أو تنافس يعني في ال **way of selection** بس الأساس انه لما بدي أوظف ناس انه أقابلهم بعدين توظفهم

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. Monitor worker performance and provide instructions and supervision to ensure that they're using the most efficient ways of working.

المبدأ الثالث اللي هو انه لازم يكون في نمط إداري متوازن للجميع

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

The story: [https://en.wikipedia.org/wiki/Schmidt_\(worker\)](https://en.wikipedia.org/wiki/Schmidt_(worker)) عملية تقسيم المهام انه كل واحد عارف شو شغله

هاي مبادئ الإدارة الأربعة ال **basic** بس احنا مهماننا ضاربة ع بعض ، الشعب محل الحكومة والحكومة محل الشعب ، لو كل واحد بعمل المهام المطلوبة منه بشكل صحيح سواء كان مدير أو موظف أو مسؤول هاي أساسيات الإدارة



هاد مبدأ تاني بلحق بال **classical management** وهو ال **Gantt** وهي مهمة لأنه مثلا النظرية اللي قبل الها أربع نقاط وبس أشوف باقي النظريات بشوف شو فيها نقاط ضعف اما ال **Gantt chart** لازم استخدمها زي ما هي ونسبت نسبة للعالم مش زي ما بحكوا **gun** , اللي عمله انه في عندي مهام معينة بنقسم هاي المهام ل جزئيات صغيرة وبشوف كل خطوة كم بدها وقت , يعني مثلا أنا بدي ادرس ل امتحان اول اشفي بدي أراجع المحاضرات, ادرس السلايدات ,هاي بدها 5 ساعات وهاي 8 ساعات أو مثلا طريقة تحضير الشاي هي أني بسخن المي وبدير المي وبضيف السكر ف أنا بحطه على **steps** وكل **step aligned with time** اللي هو وقت البداية ووقت الانتهاء

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**.

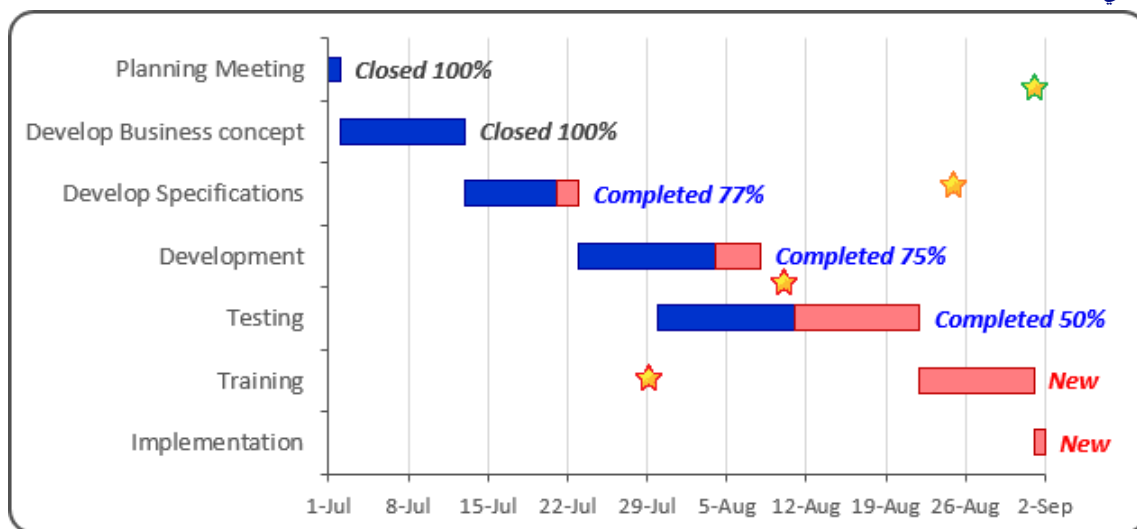
It aims to split the work into smaller steps or tasks and align each step with time frame as a component of the whole project deadline. Even today, Gantt charts are widely used as a basic tool for planning and scheduling (Clark, 2010).

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.

هي بسيطة وفعالة واشتغلها الدكتور ب شركة **lily** والشركات العالمية وب بريطانيا هي أساسية لأنه مجرد ما عملت **Gantt chart** أنا تعرفت على الخطوات اللي بدي اعملها مشان أوصل للهدف تبقي , ويتعرف على المدى الزمني ل كل خطوة, والأداء بفيدهم ب انه بشوف كم خالص من ال **project** وفديه ضل منه. أساس **Gantt** لما عمل هاي ال **step** أو كيه هو عملها مشان الجدول الزمني **time schedule for each step and the overall time schedule it** **the whole project** بس برضه كان عاملها مشان اشفي تاني انه اللي بخلص تلت خطوات اله مكافأة يعني **rewards**



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:

ال **bureaucratic as a theory** هي اللي عملها **Weber** اما تطبيقها " الإدارة من خلف المكاتب " هاي **misuse** لل **theory** , هي نظرية كويسة ضمن ال **classical management** الها فوائد والها انتقادات لكن ال **bureaucratic management in classical theory** مش بيروقراطية إدارة المكاتب



- 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.

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

هو اكد على المبادئ تبعت **Taylor** بس هو ركز اكثر على ال **authority** التسلسل الوظيفي وعلى ال **career orientation** و ال **impersonality** ال **best way** هي ال **SOP** وأي حدا بشتغل **SOP** هو حدا **professional**



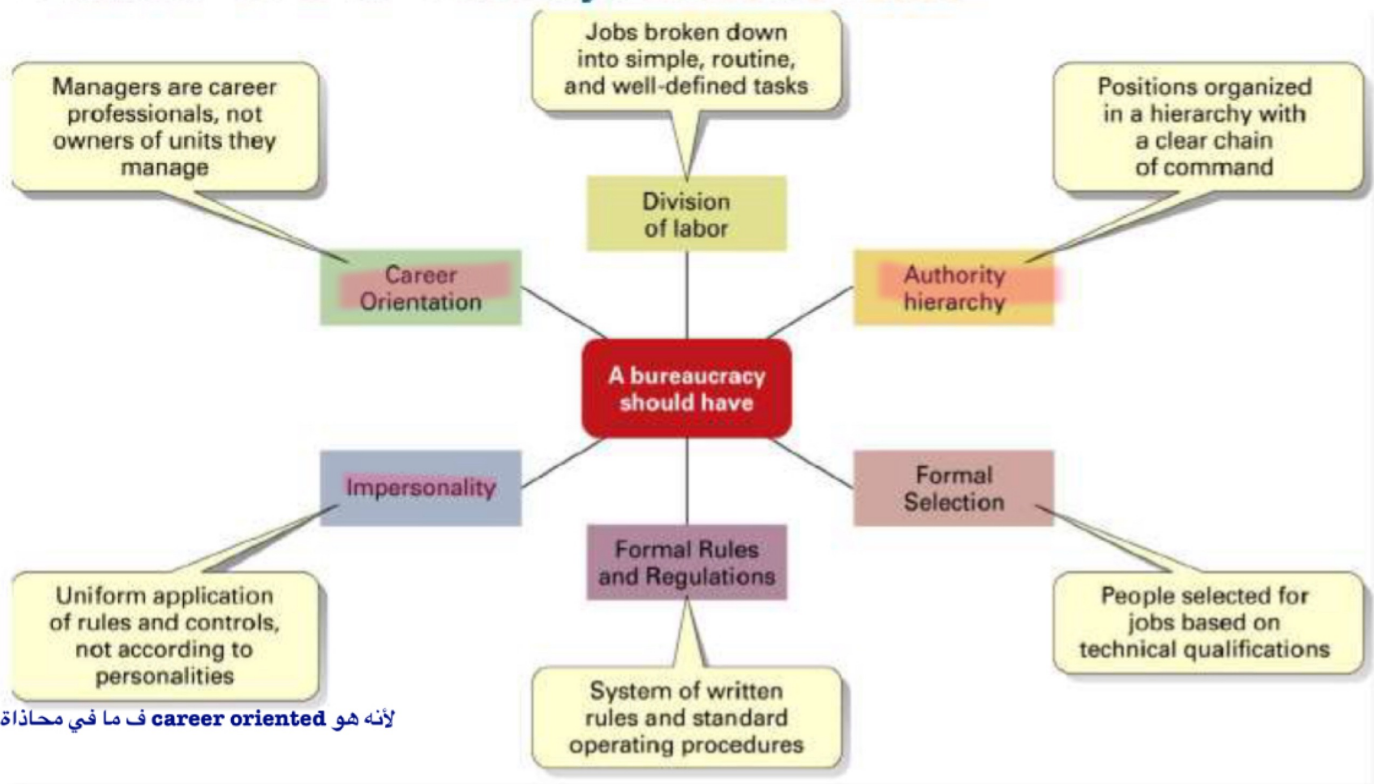
manager is a professional career and he's not the **good** هي وأعلى ما فيها هي قضية ال **career orientation** انه ال
professional in managing the business يعني أنت المدير مالك الموظف وابوه واهله وقريبه لان لا يمكن
 الدكتور بحب يقول من علمني حرفاً كنت له عوناً مش عبداً.



Lecture Notes: Dr. Mohanad Odeh

Introduction to Management for Pharmacists

Father of BM Theory: Max Weber



لأنه هو **career oriented** ف ما في محاذاة للأشخاص



تعتبر الأساس لل **modern management** اما **Taylor** هو اول واحد كتب في ال **management** اما **fayol** عمل شغلة كثير رائعة وحكى انه في ال **management functions + principles** ف وزع الإدارة ك **functions+principles** ال **POCCC** بلا حظ أنها قريبة كثير من التعريف اللي احنا اعتمدناه ، ال **commanding** و **coordinating** صاروا **leadership** واحيانا بضيفوا عليها ال **decisions making** ، هدول هما ال **code functions** واللي معتمدات ل غاية اليوم

1. C) General administrative theory

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): **personal and professional development**

انه نقسم المهام

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. **authority comes with responsibility** هون حكي انه يعني مش إنت مدير وإنما أنت مسؤول عن نجاح العمل

3. Discipline – Discipline must be upheld in organizations, but methods for doing so can vary. الاختصاص مش العقاب ، انه كل واحد في عنده اختصاص ممكن يؤدي **more than one methods** يعني الصيدلي غير مساعد الصيدلي وهيك والان التوجه في العالم هو نحو ال **discipline** انه بصير في اختصاص داخل الاختصاص زي طبيب عظام مختص ب العمود الفقري وكل ما كان **more disciplines** ، كل ما كان **more advancement**

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. مشتقة من نقطة 5 لكن ب تطبيق اكثر، وأحسن منظومه هما الي ينسقوا الأهداف بين الأفراد والمجموعة يعني **basketball approach** ل تحقيق نتائج

7. Remuneration – Employee satisfaction depends on fair remuneration for everyone.

This includes financial and non-financial compensation. الدكتور بستخدمها كثير ، ال **remuneration** هو المكافآت ومش شرط **financial** يعني لما احكي للإنسان شكرا هاد نوع من أنواع ال **remuneration** ، احترام جهد الآخرين، احترام آراء الآخرين ، لازم يكون موجود ، احيانا ال **non financial** بتكون اهم **financial** من ال

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

ب اعتقاد الدكتور انه مش معناها إدارة مركزية وإنما **de centralization** يعني اللي يتخذ القرار هو الموظف القريب من العمل يعني اطفي الكهريا أو اضوي الكهريا ، صاحب الحاجة اللي يشتغلها على ارض الواقع هو احسن واحد ممكن الي يقدر اتخاذ القرار فيها يعني لازم يكون في مسافة قريبة بين مكان العمل واتخاذ القرار

9. Scalar Chain – Employees should be aware of where they stand in the organization's hierarchy, or chain of command. **authority** هاي مرتبطة ب ال

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

قريب من ال **best way or SOP**

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

هاي الها اكثر من مستوى بحيث انه بده يكون جميع العاملين في المنظومة يشتغلوا على اتجاه واحد يعني مثال هدف الطالب يرفع علاماته ف من المنطق انه يكون هدف الجامعة أنها ترفع علامات الطلاب ، هدف الأكلهيمي يزيد عدد الأبحاث لازم الجامعة تزيد عدد الأبحاث ، هدف الشركة أنها تحقق ربح اذا ما كان هدف الموظف انه يحقق أرباح للشركة رح يصير مشكله طيب كيف اخلي الموظف يكون هدفه زيادة أرباح الشركة؟ ب إنها تنعكس عليه ب شكل أو ب آخر وهاي مشكلة الموظفين الحكوميين انه اداء الشركة الحكوميه ما بنعكس على صحة الأفراد بينما الشركات الخاصة وشركات الأدوية تحديدا كل ما حققت ربح اكثر للشركة كل ما إنت استفتدت وهي على اكثر من مستوى ، افراد، مجموعة ، منظومة.

4.7
فيها إشكال بس الحلو
فيها انه يكون فيه **one direct supervisor**
بدنا نلاحظ انه **direct** لأنه **indirect** ممكن يكون **monitor or codirect or supporter** ، مثلا الطفل بوخد أوامر من الأب والأم والكل وازا كان في تضارب رح نخسر الجيل أو بالشغل كل واحد بحكي شغلة ف الموظف بضيع ، وحكيانا في ال **emotional intelligence leader can step backwards and forward** انه ال الحقيقي مش دائما يكون ال **direct supervisor** وإنما ممكن يتراجع شوي ويعطي حد تاني انه يكون **supervisor** لأنه اللي ب بهمننا في منظومة العمل هو ال **unity of command** ويتزيد الأمور صعوبة اذا كان في عنا اكثر من **supervisor** وكل واحد بحكي شغلة



12. Stability of Tenure of Personnel – Managers should strive to minimize employee

turnover. Personnel planning should be a priority. **turnover** على شغله ، الشركات التي فيها **turnover** عالي هاي خطأ والموظف الذي يعمل **turnover** عالي هاد خطأ ف ال **stability** هي لصالح الموظف ولصالح الشركة. بتتعلق ب الامان الوظيفي ، **stability** يعني هل بيتأمن التدريب الكافي لموظفك حتى يحافظ

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

من علامات القيادة، بدي اشجع الموظفين على انه يكون عندهم **freedom to create and carry out plans**

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

روح الفريق، انه أنا خايف على مصلحتي ومصلة الفريق

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
			Remuneration
Impersonality	Equity		
	Subordination of Individual Interests to the General Interest		
Scientific selection, training and development.	Formal selection.	Stability of Tenure of Personnel	
Direct relation between worker and task	Develop 'best way'	Formal rules & regulations 'Standard of Operating procedure'	Order

اكثر تفصيلا

ما دقق على ال **formal selection** التي هي اختيار الناس للتوظيف، وهي النقطة بوحدوها عليه الباحثين **negative side**

هاد الجدول بجمع ال **classical theory** مع بعض ويفرجينا من وين انطلق



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

يعني **Taylor , fayol, Weber** كان الهم نظرة بتتعلق ب ال **best way,SOP** اما اللي رح ندرسهم هلا الهم وجهة نظر بتركز على ال **human side** اكثر

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.

من اول الناس الي اشتغلوا ب قضية ال **management of human beings** و **hawthorn** هو إسم مصنع ، عمل أربع دراسات وطلع معاه ب نتيجة، كيف عمل الدراسات؟ مثلا تبعت ال **room** جاب موظفين وحكى انه بده يشوف كم بقدروا يطبعوا ب الدقيقه ف في واحد بطبع ب الدقيقه أربعين كلمة ف صار يغير ب شدة الإضاءة وצל يطبع أربعين وغير الكرسي بس ضل يطبع أربعين ف بغير بال **physical environment** بس بضل الأداء نفسه ف استنتج انه الإنتاجية هي بسبب ال **human factors** اكثر من ال **physical factor**

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.

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.

يعني ال **placebo effect** اللي احنا مندريس للادويه هو نوع من ال **hawthorn effect** لأنه المريض بوخد الدوا ويكون عارف انه هاد دوا بس هو **placebo**, لماشوف واحد سلوكه متغير قدام مدراه أو خلفهم هاد برضه **hawthorn** ، كثير ناس موظفهم لأنه هو **productive despite hawthorn effect** سواء راقبته أو ما راقبته هو بشتغل أو اذا تأثر بال **team** أو ما تأثر بشل بشتغل.

اذا بدنا ناخذها ب معنى اعمق هو ليس فقط المراقبة وإنما هو الدافع البشري ل**تحفيز الإنتاج** ، يعني ليست فقط ب معنى الرقابة الإدارية وإنما **it's kind of believing in your employees** ف هي فيها المعنى الإيجابي والمعنى الرقابي



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

في عالمين عملوا تلخيص ل ال hawthorn

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

يعني الإنجاز عبارة عن **mix of social norms +physiological capacities** لكن ب نظريتهم هي **social norms**

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.

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.

النظريات السابقة كانت تقول انه المدير هو المحور يعني هو اللي يختار الموظفين اما هذول العكس بحكوا انه ال group هما اللي يعملوا support for the leader مثال انه كان في مجموعة عمل وأنا حظيت عليهم مدير وهما ما بدهم إياه ف هما رح يتكاتفوا مع بعض ويفشلوه ف ال group support of leader ps is as much important as leader support of the group

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.

القرار الي بتوخده بناء على الاتصال والتواصل بتكون احتماليات نجاحه احسن بكثير

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.

هرم حاجات الإنسان كان عامله ل علم الاجتماع لكن يستخدم في الإدارة

إذا أردت ان تكون
صالحا عليك ب
مرافقة الصالحين لأنه
تأثير المجموعة هو
تأثير واضح ومن
الأمثلة عليه النقابات
العملية unions



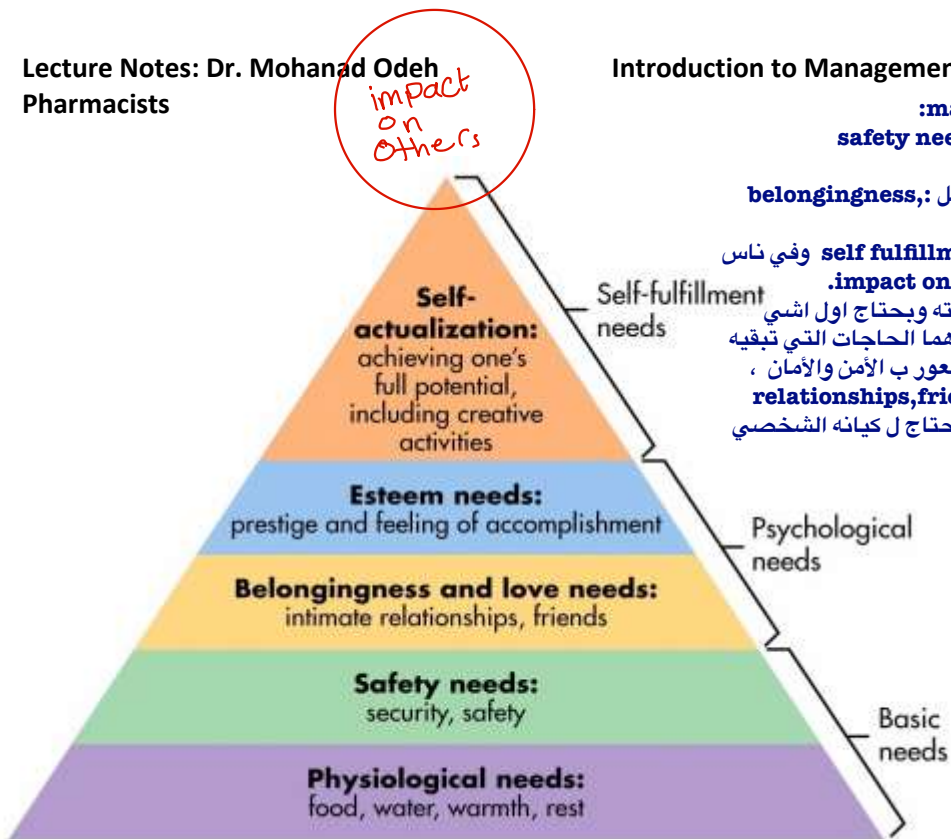
قسم ال 5 stages ل 3 main domains:

ال **basic needs** اللتي بتشمل ال , **safety needs** , **psychological needs**

ال **psychological needs** الي بتشمل: **belongingness** , **esteem needs**

آخر اشئ على رأس الهرم **self fulfillment needs** وفي ناس بتضيف دائرة على رأس الهرم **impact on others**.

معنى ذلك انه الإنسان بتدرج في حاجاته وبحتاج اول اشئ الأساسيات , زي الطعام والشراب اللتي هما الحاجات اللتي تيقية على قيد الحياة. بعدين بحتاج إلى الشعور ب الأمن والأمان , **relationships, friendships, family** بعدين بحتاج إلى **relationships, friendships, family** اللتي هو الانتماء إلى مجموعة بعدين بحتاج ل كيانه الشخصي بعدين بحتاج للتنمية الشخصية.





هاد الجدول بيجي منه اسئلة كثير لأنه بهمني **as a pharmacy manager** انه أكون عارف حاجات الناس العاملين

Domain	Maslow Original Theory	Adapt it in Pharmacy Management business
Growth Motivator (Self-fulfilment needs)	<p>تحقيق النمو الذاتي، ومش بس الناس الناجحين منعطيهم rewards هداول لازم كمان يحولوا مهاراتهم للآخرين</p> <p>Step 5 - Self-actualisation</p> <p>Realising personal potential, self-fulfilment, seeking personal growth and peak experiences.</p> <p>ما بنفع انه ال active worker وال lazy worker يكون الهم نفس</p>	<p>Clear promotion policy.</p> <p>Opportunities for good performers and achievers to transfer their skills and knowledge.</p> <p>Individual tailored developmental training.</p> <p>Short term assignments.</p>
Psychological needs	<p>ال recognition</p> <p>Step 4 - Esteem needs</p> <p>Self-esteem: achievement, status, responsibility, reputation.</p> <p>الصيدلي يقدم الرعاية الصحية</p>	<p>Clear reward schemes.</p> <p>Recognition policy for performance and achievements.</p> <p>Regular professional feedback (both motivational and developmental feedback)</p> <p>Meaningful delegation.</p>
	<p>Health care provider not just a dispensing machine</p> <p>Step 3 - Belonging and Socialisation</p> <p>Family, affection, relationships, work group etc.</p> <p>ما احبنا ابوه المستشفي حينا زو في نسأل عنه ، رحلة جماعية ، اظفار درصانه</p>	<p>Strong team spirit</p> <p>Socialising Or team building activities.</p> <p>Coaching and Mentoring</p> <p>Share common professional believes.</p> <p>عيد ميلاد د ماجينا ، ماجينا ابوه المستشفي حينا زو في نسأل عنه ، رحلة جماعية ، اظفار درصانه</p>
Basic Needs	<p>Step 2 - Safety needs</p> <p>Protection from elements, security, order, law, limits, stability, etc.</p>	<p>Safe working conditions:</p> <p>Physical & health safety: protection against accidental and non-accidental injuries, contamination, infection, hazard chemicals... etc</p> <p>Personal safety: against threaten or theft and personal harassment of all kinds.</p> <p>Job security</p> <p>Insurance of all types.</p>
	<p>Step 1 - Physiological needs</p> <p>Survival Needs</p> <p>Air, food, drink, shelter, warmth, sex, sleep, etc..</p>	<p>Balance and fair working hours (includes schedules and breaks)</p> <p>Clear vacation and replacement policy.</p> <p>Salary</p> <p>Decent physical working environment (ventilation, adequate lighting, water availability ... etc.)</p>

اول جدول
حطلنا اياه
ب المادة
اللي فيه
**self
manage
ment
people
manage
ment**
كان
في على ال
**mentori
ng,
coaching**
فقرات
ويعتبروا
أمثلة **to
enhance
belongin
g and
socializa
tion**



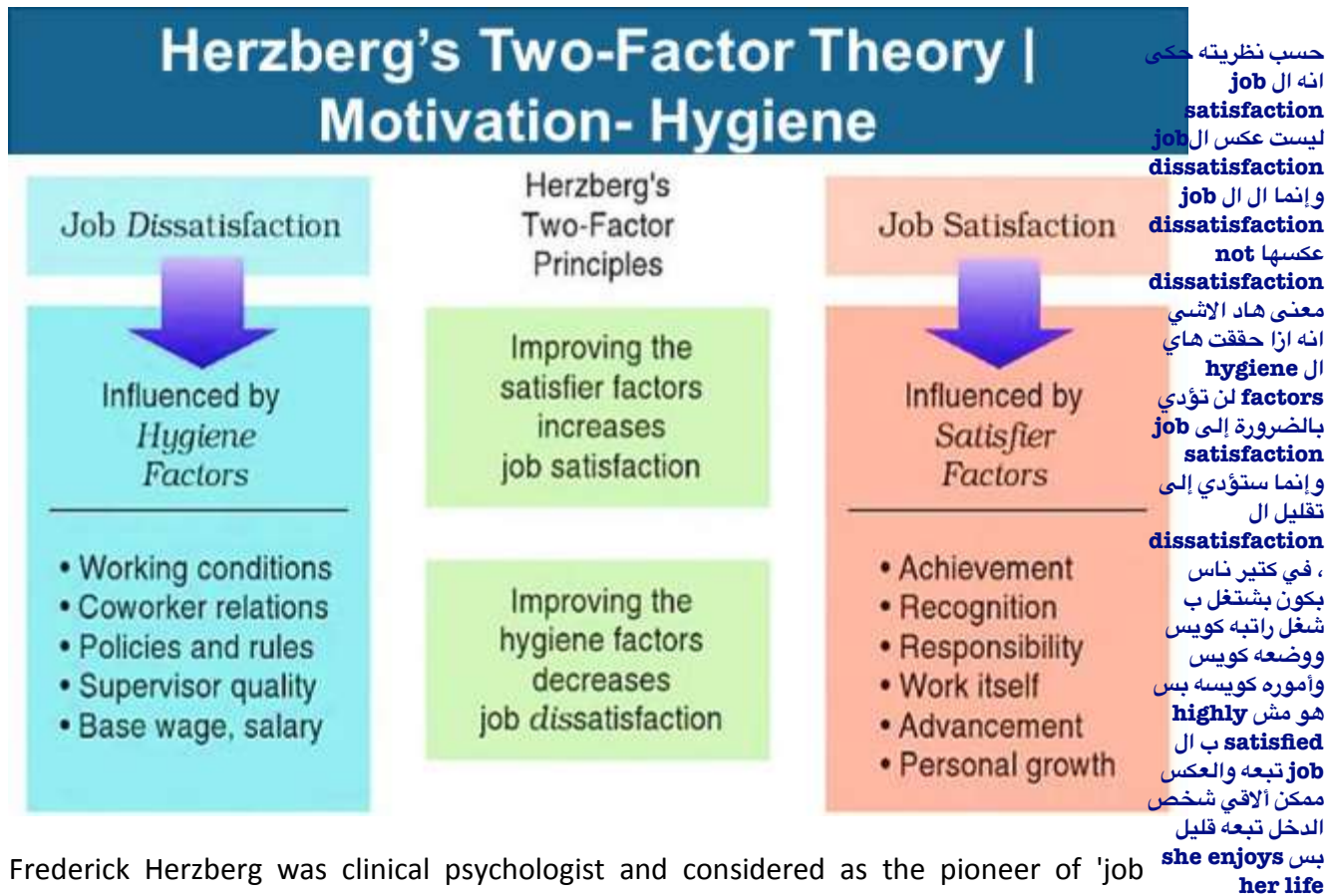
اسمها الثاني **motivation hygiene theory or two factor theory**

بتحليله انه في عندي **job satisfaction** و **job dissatisfaction** ، توافر ال **hygiene factors** بعمل اشبه اسمه **job dissatisfaction factors** ،
ف في عندي منظومتين مختلفات ، اذا **improving satisfire factors will increase job satisfaction** ،

Improving hygiene factors will decrease nod dissatisfaction

رح الاقي انه **herzbergs** مسمي ال **hygiene factors** ب **factors to avoid pain** وجودهم زي وجود ال **hygiene** بينا ال **factor** الثاني **to grow** **psychologically**.

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

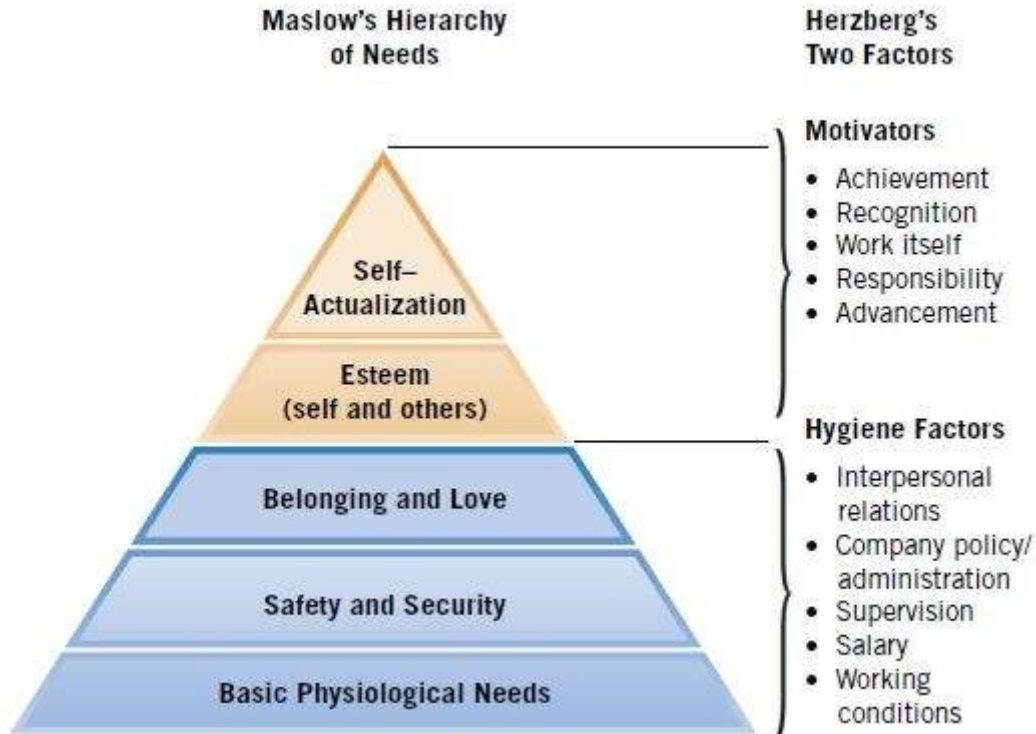


Frederick Herzberg was clinical psychologist and considered as the pioneer of 'job enrichment', Herzberg showed that satisfaction and dissatisfaction at work nearly always arose from different factors, were not simply opposing reactions to the same factors. For example, if low salary is a dissatisfaction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

هاد بربط بين Maslow و Herzberg ببساطة ال **hygiene factors** يعتبرهم من ال **basic needs** وال **motivational factors** يعتبرهم من ال **self actualization** وال **personal esteem**.
الاضافه النوعية اللي اضافة انه ال **opposite of satisfaction is no satisfaction**

The opposite of dissatisfaction is no dissatisfaction

كتير ب الحياة الاسرية أو ب العمل انه الشخص عامل كل وظائفه هدول ال **hygiene** بس غير ال **hygiene factors** بده يكون في **motivational factors** اذا بدك العلاقة يكون فيها **motivation** ف أي اشئ اساسيات يعتبر **hygiene factors** اما أي اشئ ب التتميه والتطوير هدول **motivational factors**

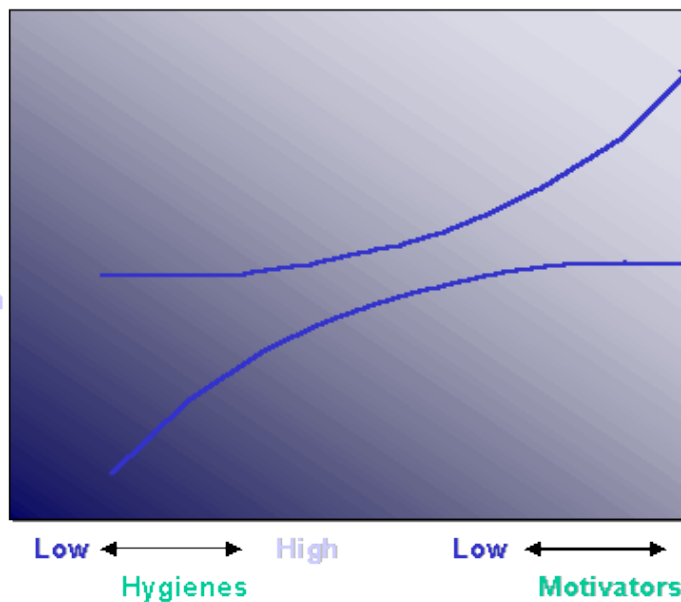


تحقيق ال **hygiene factors** يؤدي إلى **low** **job dissatisfaction** ولن تؤدي إلى **high** **job satisfaction**, زي لما احكي الأمن والأمان اللي يعتبروا **hygiene factors** بس هل تحقيق الأمن والأمان سيؤدي إلى **motivational factors**؟ بحسب هاي النظرية لا وإنما رح يقلل ال **dissatisfaction** أما اذا بدي اعمل **motivation** بدي أشوف ادوات أخرى لل **motivation**.

هاي الرسمة بتوضح الفكرة اللي حكيناها انه ال **dissatisfaction** يقابله **no dissatisfaction** وال **high motivation** يقابلها **no motivation** ف هما مش عكس بعض.

Herzberg's Two-Factor Theory

High Motivation
↕
No Motivation
↕
No Dissatisfaction
↕
Dissatisfaction



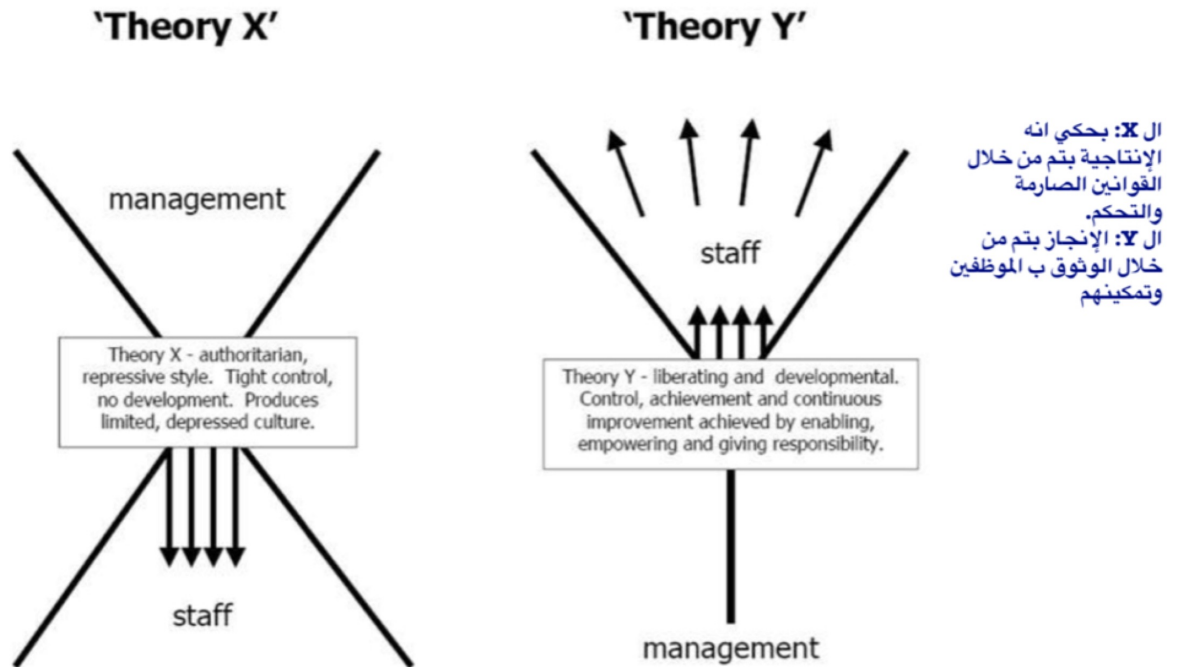
المنحنى بحكي **high hygiene factors** يؤدي إلى **no dissatisfaction** لكنه مستحيل ان يصل إلى **high motivation**, اذا بدي أوصول لل **high motivation** ف طريق الوصول اليه بده **motivator factors**, هلا في منطقة وسطية انه ال **high hygiene factors** قد يؤدي ب طريقة أو ب أخرى إلى **no motivation** لكن إني احصل ال **high motivation** ب استخدام أدوات ال **hygiene factors**, وعملوا دراسة ب نقابة الصيدالة انه كان في عدد كبير من الصيدالة في المجتمع بالرغم انه روايتهم قليلة إلا انه عندهم **high satisfaction** أكثر من اللي بوخدوا رواتب اعلى، لأنه كان بحقق عندهم **motivator factors** لما يشوفوا ال **improvement** عند المرضى أو **personal growth** ب علاقاتهم مع الصيدلية

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



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.

بال X ال people بطبيعتهم dislike to work يعني الموظف ما يحب شغله اللي عايش ب اميركا ما يحب اميركا، ف ما عندهم طموح.
اما ال Y يكون يحب عمله وعنده توجه ل تحقيق ذاته ، عندهم طموح.
لما تبعون X بدهم يعلقوا على Y بقولوا هدول خياليين وهدول ما عندهم قوانين ضوابطة وببشغلوا على كيفهم وكلياتهم احلام.



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 unskilled production-line work.	Suited to knowledge work and professional services.

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.

هاد اللي خلى أي شيء قابل للقياس وعمله قابل للقياس ، هاد اله نظريه ب ال **management عمل 4 different levels of management**



Type	Trust	Team work and Communication	Rewards & Motivation	Decision
<p>النظام الديكتاتوري المطلق</p> <p>يعني explore</p> <p>Exploitative Authoritative</p>	<p>no trust and employees بين ال manager وال</p>	<p>Very little</p>	<p>Through Fear and Punishment</p> <p>Direction is one way</p>	<p>Imposed on subordinates and they do not feel free at all to discuss things about the job with their superior.</p>
<p>يعني أي اشى benevolent benefit يعني فيه</p> <p>Benevolent Authoritative</p>	<p>Master / Servant في نوع من الثقة</p>	<p>Little</p>	<p>Through system of rewards</p>	<p>Passed to subordinates and they do not feel free to discuss things about the job with their superior</p>
<p>Consultative</p>	<p>not complete confidence</p>	<p>Some communication both vertical and horizontal, moderate team work</p>	<p>Through rewards and some involvement in the job.</p>	<p>The superior request ideas, but they did not involve subordinates in decision making.</p>
<p>Participative</p>	<p>High level</p>	<p>High level</p>	<p>Full engagement, rewards based on goals which have been set in participation.</p>	<p>Shared and participation.</p>

الإجبار

Extremex

X style

Second level of X

يعني يبلغهم الخبر بشكل أقل ديكتاتوري من ال exploitative

استشاره غير اجبارية للتطبيق، ف هو يسألهم بس بالنهاية يطبق اللي بده اياه

Y style

confidence

employees manager not complete

Extreme Y style

المدير يشارك القرار معهم

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)



هاد بحكي انه الأنظمة الإدارية والموظفين بمرقوا ب **two phases** وما اله دخل ب العمر هو اله دخل ب النضوج العقلي

Employee Behaviour	
Immature (described as infant)	Mature (Describes as adult)
Spoon feeding Passive state	Active state
بضل معتمد على الإدارات State of Dependency	Relative independence state
No flexibility Behave in a few ways	Behave in many ways
ببس بده يآدي الحد الأدنى من المطلوب منه Erratic, casual and shallow interest	Deeper and stronger interest
Short-time concern	Long-time concern
6. Subordinate to everyone	Equal or superior position
7. Lack of both Self-awareness and self-control	Demonstrate both Self-awareness and self-control

6. عنا في الأنظمة الإدارية بتلاقي الموظف بخضع خضوع غير مبرر للإدارة تبعته بينما ال **mature** بتعامل مع الإدارة تبعته **equal or superior** لأنه العملة عملية **interaction** مش **subordinating** مع اختلاف الهرم الإداري

7. كل واحد بفكر حاله عنده **self awareness and self control** بس هو التقييم يكون حسب اللي حكينا بال **emotional intelligence**

	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.

Task oriented

People oriented

هاد **roughly** لأنه مش معقول عقلية زي عقلية **Taylor** ما كان يدرك اهميه ال **human relationships** أو اهمية ال **task** بس احنا منحكي بشكل عام



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)

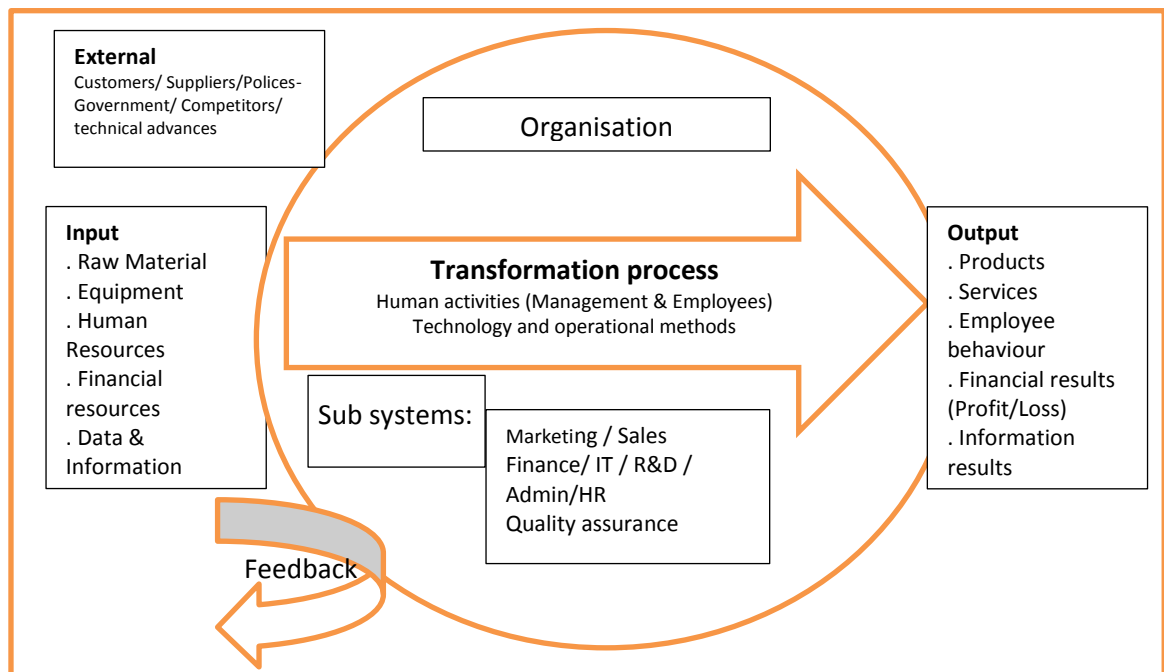


Since then tens of theories have been suggested in all disciplines. Accordingly tens of models and different component, types, subtypes, modes of reaction and interaction have been suggested.

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

مهم ومطلوب

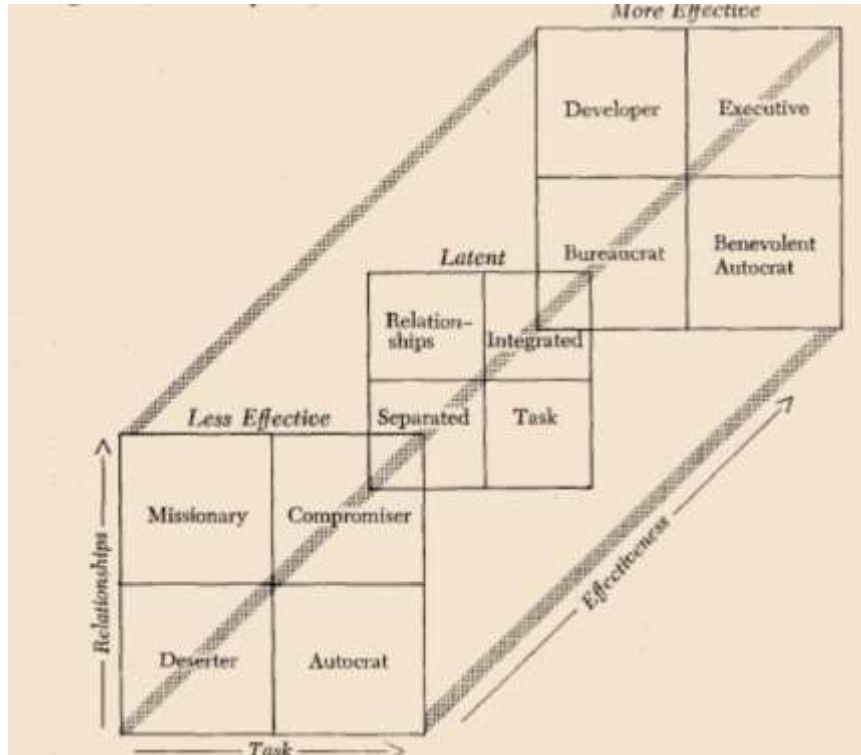
3.b.ii) 3-D Management style theory by Riddle and Situational leadership by Hersey and Blanchard,

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).



وصلنا لجوهر ال theories لما تسال الدكتور شو اهم اشئ بمادة ال intro to mangment بحكيلى هاي الجزئية لازم تكون فاهم كل process الي فانت رح نتفق على مبدئين لما يحكيلى task orintation لازم تشمل معنى ال professional وال deep تبع ال classical aproch تبع ال scintefic. manegmant البيروقراط وال weper وال general admenstrated theory هذول كلهم بنختصرهم بكلمة TASK اما ال people orintation بدك تكون فاهم نظريات ال behavior science هاورنثين ومازلو والي بترتب عليه وهيزبيرج والي بترتب عليه هاد اول شئ لازم نتفق عليه الفرق بين task وبين people orintation الاتفاق الثاني لازم نفرق بين ال effective , efficaction and successful ومعناها تعني انه يكون الانسان او النظام (effective and efficaction)

بس اساس هاي النظرية انأخذت من leadership هاد من عمالقة ال Situational leadership by Hersey and blanchard ال 3D management

اللي قبل fiedler اضاف كلمة power اما reddine is smartier اضاف كلمة success ليش سموها 3d لعدة اسباب احدها انه ال dimension 1 هو task و dimension 2 هو people و dimension 3 هو success هاد سبب بس فيه سبب اقوى رح يحكيه بعدين

Efficiency Saving the resources المحافظة على الموارد	Efficient	Fruitless Prudent Die Slowly	forfeit Martyr Survive
	Not efficient	Fool Die Quickly	Failure Thrive
		Not effective	Effective
		Effectiveness مرتبطة بال target	

بترتب عليه gride model لانه فيه نكاء وروعة

ال model gred هاد ممكن يكون فيه واحد لا بحقق نتائج ولايحافظ على الموارد اسمه fool failure .
الغباء الابصر كيف او ب professional بسميه die quickly no result and waste of resources

او ممكن يكون effective بجيب علامه او نتبيجة بسبستهلك مصادر
والمصادر معناها لا اما faintantioal or non humen energy time
مثلا واحد بحقق نتائج بس بعمل كثير مشاكل مع زملائه troublemaker و result achiver هاد يكون
اسمه wasterful achiever لانه بحقق نتائج بس كثير غلبه وبصرف وقت كثير زي امثلة السيارة منيحة
وحلوة بس بتصرف بنزين كثير او الاجهزه الكهربائيه واحد بجيب علامات عاليه بس بستهلك وقت دراسة
كبير

والثالث الي يحافظ على المصادر لكنه مابحقق نتائج مابحقق تقدم مؤسسه معينه مابتصرف كثير بس
مالها تقدم مثال عليها شركة نوكيا والها long term result achivment همه كانوا محافظين على
تقدمهم بدون مايصرفوا موارد وهاد efficience بس ماكانوا يحققوا نتائج ف اسمهم

dieslowly الي هو شهيد الفضيلة او بين بعض بنسيميهم Fruitless forfeit or prudent mortyr
يعني مش short term and long term بحافظوا علىالمصادر بس مابحقق نتائج والنتائج هي نوعين
كانوا رائعين كشركة تلفونات immediete result ولا بال long نتائج اللحظيه يعني نوكيا مشكلتها بال
الي بدنا ياه الي يحقق نتائج باقل المصادر بكون ايفيكتيف وايفيشانت بحقق نتائج بالوصف الطبيعي
والمصادر بخفف منها مثلا بجيب علامات عاليه باقل وقت واقل كلفه واقل كمية مشاكل
كهربائية او سياره بتعمل منيح بس بنزين او طاقه قليله تحقيق نتائج باقل مصادر

اسمهم Success leader

سؤال لو هو وصل ل success leader يعني هو ختم المراحل ؟ الجواب لا فيه اشياء لازم نرسمها
ونكتبها اول اشئي

فريق بحدد النتائج تبعته وهمه ٨ افراد بمؤسسات To be more effective and more efficience
تبع المبيعات target حكومه همه ٥ صيادله يجيبوا ال
فاحنا هسه بدنا نبحث على more effective and more efficience يحققوا نفس النتائج بعدد فريق
اقل او نفس ال team يحقق نتائج اكثر بوصفوا ٥٠٠ ٥٠٠ وصفه باليوم هل يستطيعوا يحققوا
١٢٠٠ وصفه باليوم

مثلا عنا فريق oncology وهو محقق ال effective and efficience بنروح نخليه يدرب فريق ال
diabetic حتى يصير زيهم

معناها ال second one is how to train and lead other

٣ how to make effective and efficincyin other catigory

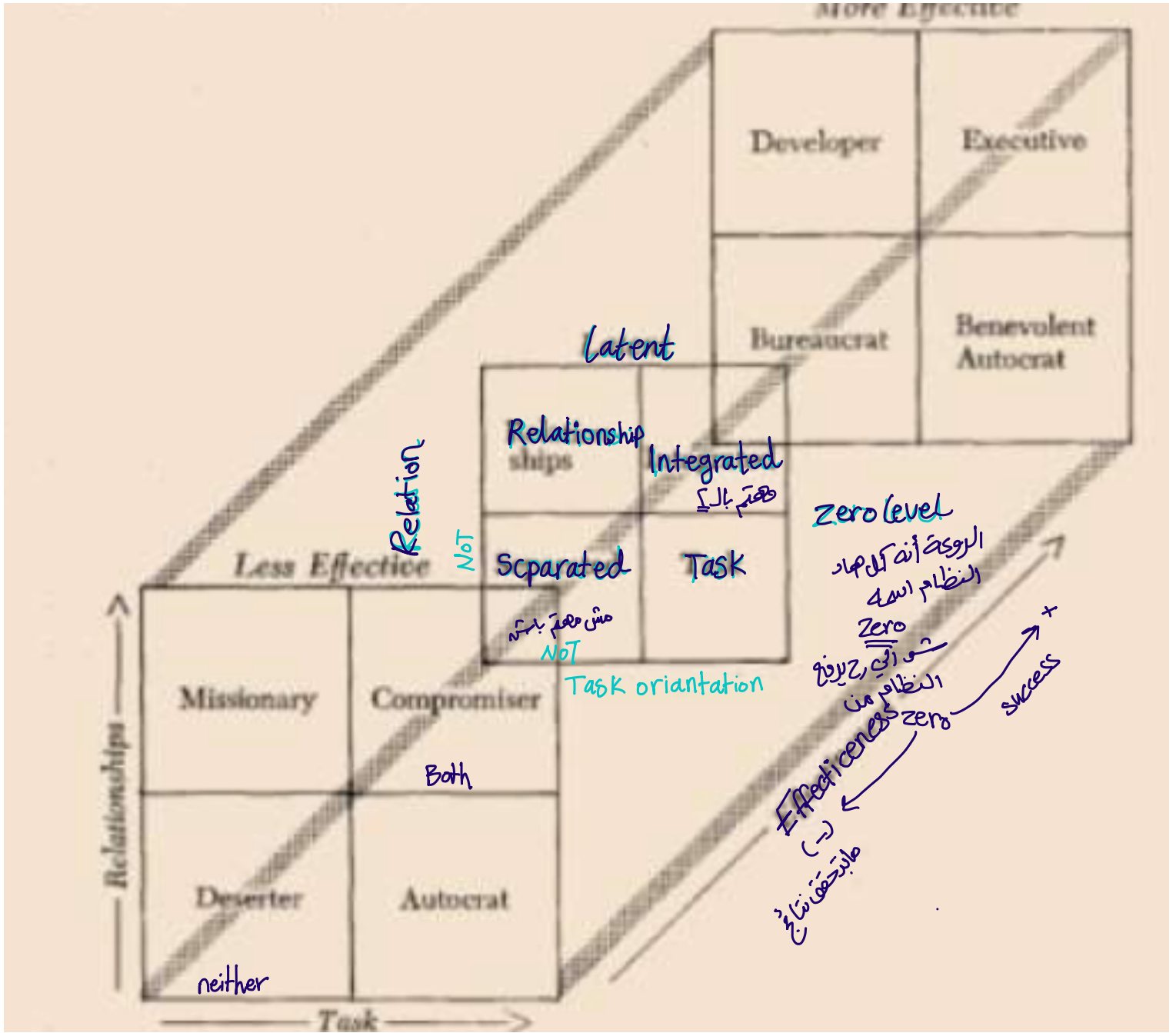
مثلا عنا فريق ال diabitic ناجح بعمله هل بنقدر نخليه ناجح بادويه ال asthma مثلا
يعني اذا وصلت مرحلة ال leader لا يعني انك ختمت العلم لا لازم تروح تحقق

\be more effective more efficient

2 to train other

3 to creat success in other feldes or partner

ال latent هو zero level وفيه محاور relationship و task وناس تهتم بالريليشن لحال بالمربع الي فوق يسار وناس تهتم بالتاسك من دون الريليشين تحت يمين وناس ويولا اشني اسمهم scparated وناس تهتم بال ٢ وهمه ال integrated والروعة بالنموذج انه هاد ال level كله zero وانا بدني ارفعه ل + او ل - الاشني الي برفق او بنزل هو المحور الي بخليه كانه 3D اذا عندك محور تحقيق النتائج باقل موارد رح تنتقل على مرحلة + ورح نشرحها بالفديو الجاي ونفس الاشني مابتحقق نتائج بدون successful احنا رح نحكي ال effectiveness حكا ال Ridden انه task and people oriented both or neither تكلفه معناها انت -١ ورح نشرحها وهاي الابعاد والحو بهاي النظرية انه الماينس افضل من كثير نظريات. لانه الماينس فاهم انه



فيديو ١١

هل ممكن بناء على 3 دي ثيوري انسان يكون ناجح بروفيشنال وايز يعني احنا قلنا الان بروفيشنال مستوى اخر مختلف لانه البروفيشنال ماينس 1 عنده احسن من الاخرين فما بالك في البلس 1 هل ممكن يكون منظومه ناجحه

وهو بس task orientation ؟ نعم ← Be evolent Autocrat

Relationship orientation ؟ نعم ← Developer

neither task nor Relationship oriented ؟ نعم ← Bureaucrat

Both ؟ نعم ← Executive

هون ممكن يخرطوا بين هادي النظرية ونظرية wiper بس احنا رح نعتمد انه 1+ عندنا successful model
 اسمه Bureacrate وهو بعتق انه ما عنده people or Task

أنت في عائلة، بدك تدرس، ال Missionary بهتموا فيك بدرسوك، هلا إذا درسوك إشي يتناسب مع أهداف العائلة ككل، مع مستقبل العائلة ككل، مع مستقبل ال team، معناها أنتوا عمالكم بتروحوا باتجاه ال developer. والله واحد مثلاً بده يدرس، هيك يعني ال Missionary برضه كمان بكونوا يشتغلوا على ال single benefits of the members.

بينما ال developer بكون يشتغل على ال collective overall members. أنت مثلاً درست صيدلة، أوكي، معك أخوك مثلاً بدرس طب، معك أخوك الثالث بدرس تمريض، مثلاً بتفتحوا مستشفى مع بعض، طب وصيدلة وتمريض، مثلاً يعني مثال بسيط، بس مثلاً واحد والله كان بيشتغل كل واحد لمصلحته الشخصية، دون أهداف جمعية للفريق، ودون أهداف كلية للمنظمة. إذن هنا هي الفروقات بين ال Missionary وال developer، وهي أشهر واحدة.

من النقاط كمان إنه ال Missionary إيبه بكون اهتمامه بال task إما صفر أو -1، ممكن من كثر اهتمامه بالأشخاص يهمل ال task، يعني يهمل ال SOP ال standard of operation، فبالتالي عشان هيك صار اسمه -1. بينما ال developer هو بيهتم بال people لكنه ما يهمل ال task، ال task ما بتكون -1 بتكون صفر، يعني بتكون صفر ما بتكون -1. بينما هنا ال Missionary اهتمامه بال task، بال SOP، بالأمور المتعلقة بال hierarchy، بالأمور المتعلقة بكل ال task orientation، بكون إما صفر أو -1، بينما هنا ال developer بكون صفر فقط، يعني أنا بهتم بال employee لكن في عندي standard of operation. هنا أنا بهتم في ال employee لكن بجوز ما عنديش standard of operation

ال missionary بهتم بال positive climate مثلا تروح شركة بحكوك احنا بنحب مديرنا ومديرنا بحبنا بنحب دكتورنا ودكتورنا بحبنا رائع ممتاز احنا بدنا professional development بدنا على ال leadership maxwil يكون فيه

المرّة الماضيه حكيانا ال Developer كيف أنه يكون في فرق بيناتهم بال Professional context Success level وحكيانا عن كثير Variables اللي هي بتخلي الواحد أو المنظومة يكون -1 أو يصير +1 وحكيانا أشهر مثال وأسهل مثال للفهم هو ال People orientation.
 هلا بشكل عام رح اعيد معاك أهم محتويات المادة، ال 3D theory حكت في Task orientation، ال Task هيه وفي Relationship orientation وحكت في أبعاد أخرى عشان هيك سميتها ثلاثية الأبعاد. ال effectiveness حسب Reddin، successful حسب شرحنا إحنا، حكيانا effective و efficient هذا بعد، هلا في أبعاد ثانية كثير، إيش بتكون؟
 ال Professional context هي واحد، ال Environment مثلاً هنا هذا يكون missionary لكنه ال Environment تبعته أنه مهمل لل Task، بينما هذا missionary لكن ال Environment تبعته أنه صفر بالنسبة لل Task أو +1،
 هذا مثلاً Autocrat هسة رح نشرحه اليوم لكنه مهمل لل Relationship، هذا Autocrat لكنه لل Relationship صفر أو +1 يعني إذا كان +1 بصير، فال Environment الجو اللي بيعيشه هل هو جو balanced ولا جو فيه negativity؛ إذا كان في negativity يكون -1، إذا كان مافيه يكون +1.
 حكيانا إذاً ال Success، ال Environment، ال Professional context هدول دائماً عوامل long term & short term، كل ال -1 بيعتبروه short term، كل ال +1 بيعتبروه long term، ال decision making process بال +1 بتكون أكثر. Factors ثانية اللي هو هدول يعني بس هما ال Professional context، ال assertiveness، ال long term & short term، ال decision making، ال Environment، ال Professional context، كل هاي ال Factors. تمام، مثالنا اليوم على ال Autocrat وال benevolent autocrat. اللي هما الليفل تبعهم ال Standard صفر Level، مستوى صفر فيهم هو ال Task orientation، ال Task orientation كيف ممكن يصير +1 أو كيف ممكن يصير -1؟ رح نشوف كيف، هو سماه Autocrat ممكن لنظرية ثانية يسميه اي اسم ثاني



لازم نقرأ ونفهم الجدول

Levels	No Orientation	Relationship Orientation	Task Orientation	Both
Less Successful (less effective, And less efficient)	Deserter	Missionary	Autocrat	Compromiser
	<p>للحاجات الشخصية الي الصم ←</p> <p>-Emphasizes positive climate in the work place.</p> <p>-Sensitive to subordinates' personal needs and concerns.</p> <p>- Priority is to keep people happy.</p> <p>-Avoid conflict, cannot enforcing control, cannot say 'No' or denying request, cannot give negative appraisals.</p> <p>نعمل كلام حواش نمنح ال missionary لل developer</p> <p>Ineffective because the strong desire to be seen as (good person) prevents disruption of relationship to get production.</p> <p>مشان تحافظ على علاقة الناس بتضر حالك ماد حسب تعريف النموذج ineffective بحكوك فيد صاحبك ولا تضر نفسك إذا انت بدك تبين حالك انك محبوب والناس تحبك معناها انت -1 وهو احسن من الالاف بالنظمه لآخرى بس ماوصلت ل +1</p>	<p>-The immediate task before all other consideration</p> <p>-Unilateral decisions without explain or justify them.</p> <p>-Such managers minimize interaction with people.</p> <p>-Ineffective because such manager has little confidence in others and no accounts for human relation.</p> <p>-Employees may dislike such manager and cannot be work unless there is a direct supervision pressure.</p>		
Basic Or Latent	Separated	Relationship	Task	Integrated
More successful (More Effective And More Efficient)	Bureaucratic	Developer	Benevolent Autocrat	Executive
	<p>Not passive and not effectiveness</p> <p>هون رح يحقق ال personal Relationship + Situation للمو</p> <p>-Professional expression of human relation concern.</p> <p>-Assertiveness behaviour along with relation orientation.</p> <p>-Trust others and aim to develop themselves + keep people happy</p> <p>-Work to ensure both satisfaction and motivation.</p> <p>-Creates work environment of subordinates' commitment to both the manager and the job.</p> <p>- Personal development may be unrelated to job or may be at a position which is before short or long term job production. professional development للشخصوال</p>	<p>-Professional expression of task concern.</p> <p>-Assertiveness behaviour along with task orientation.</p> <p>-Such Manager Implicit trust in him/her self and concerned with both immediate and long run task</p> <p>-Shared decision is applicable based on task goals.</p> <p>-Such managers meet group needs but ignore one to one personal relationship.</p> <p>-The environment created is less aggressive toward the manager personality and subordinates are more obedience to manager commands.</p>		

← يعني صوتهم أنه يكون ال people happy

Keep people happy + good result + achievement

ال autocrat بيهتم بال immediate task before all other consideration فقط هم ال task، هذا اللي بيكون أحياناً يقول لك إنه إحنا بنحس حالنا نشتغل عبيد عند صاحب العمل مثلاً أو هذا هو ال autocrat. بحسب تعريف Reddin كلمة autocrat، لكن كمفهوم ال -1 هو اللي بيهتم بال task ال immediate task before any other consideration. ال decision making طبعاً unilateral ما فيه لا discussion ولا ولا غيره، و such manager minimize interaction with people. هلا ليش هو inactive؛ لأنه العلاقات بال human side بال minus مش صفر. وبالعادة يعني ما يقدر يخلي الناس هاي تشتغل مع ال autocrat، لأجل هيك هو -1 إلا إذا يكون في pressure عليهم و task-oriented يعني pressure في ال task. بالإضافة لكل اللي شرحت لك إياه بالمبادئ العامة إنه اهتمامه بال task بيكون immediate and short term، بينما ال benevolent طبعاً هذا إنسان ناجح، وهي والله ممتعة.
 هذا نظام ناجح بالمفهوم الأول اللي شرحناه في المحاضرات اللي efficiency وحقق results بحق task لكنها ناجحة، أول إشي أي نظام بيهتم بال task الأنظمة اللي بيهتم بال benevolent autocrat ما بيخلي الموظفين يحقدوا على المنظومة بشكل task يعني اهتمامه بال task ال professional context of the task؛ لأنه طبعاً بيكون benevolent autocrat فانت. بهالجدول التفصيلي قال لك ليش بيكون يعني هنا relationship ويأدي الحد الأدنى المطلوب من ال task وبيهتم بال personal relationship، ما بيهمم ال personal development لكنه ما بيهمم ال task شخصي. يعني هو أي نعم بيهتم بال هو حد صفر مش relationship وجد ال task فهو اهتمامه بال group needs. group needs بيهتم بال relationship، أو شخصي personal professional مش بال group needs إيش معبر لك عنه؟ إنه بيهتم بال و less aggressive toward the manager personality، بتكون environment هسة ال long term task و task immediate task بيهتم بال assertive. وهو task حد صفر. بيهتم بال minus subordinate are more obedience to manager command.
 هنا اللي ييفرق ال benevolent autocrat عن ال autocrat: بال autocrat بيكون في سلبية تجاه المدير، بينما هنا بيكون في لاحظ الكلمة اللي حكاها ال less aggressive toward the manager. بينما هناك بيكون في dislike such manager اللي بيكون autocrat. فهي الفروقات يعني الدقيقة في الجدول اللي بتتميز ال benevolent autocrat عن ال autocrat. بالإضافة لكل المبادئ اللي حكيانها، المبادئ اللي حكيانها بتطبق على النموذج كله، ال 3D system هذا كلياته ينطبق عليه كل الكلام اللي حكياناه بالجزئية بتاعت ال autocrat وال benevolent autocrat موجودة عندك في الجدول. طيب هلق نيجي على الإشي الأصعب اللي هو ال no orientation أو both orientation، خيلنا ناخذ ال no orientation. هذا واضح، يعني أسوأ إشي بال 3D theory كنموذج هو ال disaster، اللي هو لا ال relationship oriented ولا هو task oriented ومش unique ولا يعني environment good ولا وفي كثير أنظمة هيك، أنت لو تجي تفكر في بلاد العالم الثالث والرابع حتلاقي كثير كثير في مؤسسات ماشية وقائمة وعلى أرض العمل وعاشين حياتهم يوم بيوم، لكن لما تيجي تحللهم بمنظور إداري راقى زي ال 3D theory حلاقيهم no people orientation، no task orientation، و no success. success بمعنى ال long term results، بمعنى ال shared decision making، بمعنى ال environment، بالمعنى كله اللي لنا محاضرتين بشرح فيه، هذا disaster. هو ماينس ون واضعف نقطه فيها

ويكون ما في عنده relationship neither هاد شو بالضبط؟ يعني الجدول إيش كاتب لك هون؟ طبعاً ما في داعي نشرح ليش disaster، ليش إنه not effective . طيب هلا ال Bureaucrat حسب تعريفه اللي هو +1 اللي هو don't show relationship orientation و not don't show people orientation لأنه legalistic and procedural approach هذا بيطبق القوانين والأنظمة. بتقدر تعرف لا هو task orientation ولا people orientation، أشهر مثال دايمًا بنضربه هي الجيوش، الجيش سواء مثلاً في الأردن أو غيره، هل بتقدر تقول إنه الجيش task oriented؟ لا، ما هو بيهتم بموظفيه ويربقيهم وباعطيتهم رتب ويطورهم، طيب هل بتقدر تقول إنه people oriented؟ لا، لأنه عند المهمات أولى من الأشخاص، طيب شو هو؟ تحنار، لا هو task orientation ولا هو people orientation مش ظاهر، يعني ال attitude toward it is hidden أو balanced، بينما ال integrated وال extractive يكون واضح ولكن إحنا بنهتيم بال task وما نهتيم بال people، هذا is kind of a hidden يعني ما بتقدر تعرف هو إيش بالضبط. مميزات إنه بتبع القوانين والأنظمة بشكل كبير، هذا اللي هو both يععمل قوانين وأنظمة عشان يحسن ال task وعشان يحسن ال relationship، بينما هون بتبع القوانين والأنظمة الموجودة. طبعاً ال acceptance of hierarchy، ال formal channels of communication. هلا ليش هو effective؟ لأنه environment follows rules and maintain mask of interest، كلمة السر فيه هياها mask of interest هو effective بيحقق results بيحقق نظام وانتظام وعدالة بين الجميع لكنه ماسك ال interest، هذا السر اللي فيه، هي كلمة السر.

هلا النظام الثاني هو both task and relationship orientation ممكن يكون compromiser أو ممكن يكون executer. السؤال الدقيق اللي هون يكون كيف ممكن يكون task oriented؟ نعم، نعم، وناقص واحد، كيف؟ الجواب الأول مباشر لك productivity أو اللي هي success effective and efficient في عليها question mark، هذا الأول لكن برضه في أشياء أخرى.

ال compromiser يكون همه يحافظ على الوضع الراهن. وهو ماشي وحافظ على ال task أحسن ما يكون وعلى ال relationship أحسن ما يكون لكن للحظة ما في عنده long term results، ما في عنده long term task development، ما في عنده long term relationship development: لأنه لو كان عنده task orientation و relationship orientation ال long term concern (خط إنتاج متطور بتقدم مستمر، خطة خمسية، خطة عشر سنوات، خطة كذا) بصير executer. لو كان عنده relationship orientation و long term بصير developer. يعني أنت شوف ال executer ماخذ كل فوائد ال developer وكل فوائد ال benevolent autocrat. ال compromiser ماخذ كل مساوئ ال Machinery وكل مساوئ ال autocrat ببساطة، يعني بتقدر هيك تفهمها. فال compromiser بيتهتم بـ يعني بال compromiser بالوضع الراهن. في تفاصيل أكثر، التفاصيل الأكثر وين بتلاقيها بتلاقيها بالجدول، الكلام العام والشرح العام لنفهمك اللي بحكيه.



Levels	No Orientation	Relationship Orientation	Task Orientation	Both task and Relation
Less Successful (less effective, And less efficient)	Deserter -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.			Compromiser -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
More successful (More Effective And More Efficient)	Bureaucratic - 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 . كلمة السر			Executive - 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 .

الجدول قال لك ال compromiser ليش يكون ناقص واحد؟ لأنه يكون passive، طبعاً هو recognize the advantage of both variables اللي هم ال task وال people عشان هيك بنقول ناقص واحد أحسن من غيره لكنه يكون passive، ال executer يكون assertive. المشكلة الثانية بتكون باتخاذ القرارات، ال compromiser ما بيتخذ قرارات لأنه بضل ساعي للناس، ما بيتخذ قرارات لأنه ما عندوش long term vision على ال task، بينما ال executer بيتخذ قرارات ولو زعل بعض الناس لمصلحتهم وبالتالي هي فرق ثاني، فرق آخر ال long term short term results و long term productivity، short term productivity، إيه باختصار أو مش باختصار يعني إضافة كمان ال compromiser بيتهتم لحالة اللي هي status of paralysis ممكن يضل 10 سنوات...

36

وهو موظفيه بيحبوه وهو بيحب موظفيه، الناس عندهم شغالة ال SOP. زي شركة نوكيا مثلاً، ما هي الدنيا بتقدم، وفي تطور بصير، إذا ما طورت أنت ال Missionary لـ Developer وما طورت ال task-oriented لـ +1 task-oriented حتنقرض. فبالتالي ال paralysis ممكن يكون actual paralysis فعلاً أنت مش قادر تتقدم تتخذ قرارات، أو ممكن يكون نسبي. تقدم المؤسسات الأخرى وأنت في مكانك أو تقدمك الاعتيادي، والمؤسسات الأخرى بتتقدم بتسارع هائل، بتسارع كبير. عشان هيك أنت لازم لما الامتحانات خصوصاً في موادكم تشوف علامتك وعلامات الآخرين. والله جاي 85، طيب افرض علامتك ال 85 كانت أقل علامة خصوصاً أنتو علامتكم كيف؟ فال paralysis هنا إما actual paralysis أو paralysis نسبي بحركة الآخرين. underlying productivity هم يكون في ambivalence و compromise. ال ambivalence شرحناها في

فيما مضى في مادة ال medicines management. طيب ال Executive ال plus one فور منه أنه يكون في عنده all high performance, continuous professional development يكون عنده environment, performance، يكون growth and productivity، كل هذول ال variables بتكون على ال long term. بينما ال compromiser يكون همه لحظي. هاي يعني خلاصة ال 3D theory بتبين كيف ال variables الأخرى، هذول الموجودات في الأسهم المظلة اللي بتنتقل الإدارة من مستوى إلى مستوى آخر. اللي بتنتقل الفكر الإداري من missionary لـ developer، من autocrat لـ benevolent، من compromiser لـ executive، وهذا المطلوب. ال minus one أحسن من غيره كما حكينا كما يعني تحدثنا سابقاً، and this is one of the best ever management theories I personally respect and I personally use relationship orientation، وكل نظريات ال orientation.



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 **broadest** view of the organization, e.g. it's mission, and the **narrowest**, e.g. a tactic for accomplishing a specific goal.

ال **planning** ال **analysis** ويعدين ال **planning** بتمر ب اكثر من درجة

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: -

عملية التخطيط والتحليل ، في **process** اسمها **analysis** وفي **process** اسمها **planning** التنتين احيانا بسموهم **planning**.

Broadcast: mission, vision
Narrowest: day to day task , tactics.

• Analysis & Objective (SMARTier)

S: specific **r: recorded**

طرقه • Methods **M: measurable**

A: achievable or agreeable

R: realistic

الزمنه • Timing **T: time bonded**

I: incremental

e: ethical or evaluable

• Strategy (Details in next year project management: Vision, Value, Mission, Strategic objectives, Actions and KPIs) جزء كبير من ال **planning** هو اني أحط **strategy**

Key performance indicators

It basically bridges gap between present and future.

كل عملية ال **personal development** بال **management** وغير ال **management** هي **analysis the present situation**
Where are you standing
Identify your next goal
The way to achieve this

Planning includes: -

• Analysing and evaluation (Details in next year project management: the analysis techniques)

• Designing procedures

• Policies

• Rules

• Programmes

• Budgets

الأهداف اللي بدي أحققها ممكن تكون **regular** انه مثلا بدي أخلص جامعة واتخرج أو ممكن تكون **qualitative goals** وهاي بتعتمد عليك

**Strategic planning or tactical planning**

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.

التكتيك هو ال **short term planning** ال
بتصيب ب مصلحة ال **long term planning**
اللي هي **strategy**

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. **To achieve the plan**

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

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.

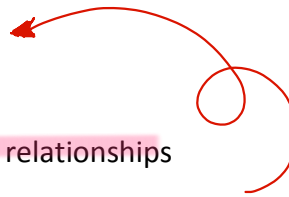
بمعني ال **organized planning** هو ال **bridge** بين ال **present** وال **future**

اما ال **bridge** لل **plans to actions** هو ال **organization**

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



ال **organizing** هي عملية التنظيم اللي بتضمن تطبيق الخطط وربط هاي الخطط بالوظائف وبالهام المطلوبة منك وبالأشخاص

Steps of Organization function: - الخطوات ل تحقيق المبادئ الثلاثة -

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.

اذا ما كان في **organization** اللي هو يعتبر اداة ال **implementation of the plan**, بصير في **collaps** واذا كان في **disorganized** معناته رح يكون في خلل ب منظومة العمل وفقدان للثقة بين الموظفين وال **leaders** تبعونهم، اما اذا كان **organized** يكون في **confidence**



Lecture Notes: Dr. Mohanad Odeh

Introduction to Management for Pharmacists

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.

الـ **staffing** هو جزء من الـ **organizing**، وهو يشمل التوظيف و **placement** الذي هو وضع الشخص المناسب في المكان المناسب و **training** الذي هي دعم ب المهارات اللازمة ل إتمام المهمة. **development, remuneration, performance analysis, promotions**

3) Leading/ Directing

مسان جيد أحيانا يشفقوا الـ **leadership** عن الـ **management** لأنه **people management**

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.

leading is a management، الـ **management**، الـ **function of management**

محتويات جيد لحتى افارن بين الـ **organizing, p** **leading**

Direction has following elements:

- **Issuing orders and instructions** في اشي اسمه **management** و اشي اسمه **leadership** وفي اشي اسمه **successful manager** وفي اشي اسمه **not successful manager** و **successful leader** و **non successful leader** و وظائف الـ **management** تختلف عن وظائف الـ **leadership**
- **Guiding and counselling skills and sub-skills**
- **Supervision skills and sub-skills** الـ **leadership** لديها جزء **people** وفيها جزء **achieving the target goals** الـ **leadership** هو الـ **inspiration, derive people to get work done, collect people**

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** يعني الـ **controlling** ب تعريفها الاحترافي مش سيطرة وانما

Controlling involves: -

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



Lecture Notes: Dr. Mohanad Odeh Introduction to Management for Pharmacists

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

gathering ال results.

يكون أداء كل الذي

مكتسبته فوق سواء

Controlling is the following roles played by the manager: -

plan, organization,

staffing, leadership

إف قياس الأداء يكون من

controlling ال خلال ال

step

- a. Establishment of standard performance. معرف وبن اشتملنا
- b. Measurement of actual performance. مقارنة ب التي ما وصلنا اليه وبين ال standard المطلوب
- 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.

الجزء الثاني هي التوصيات التي رح تدخل على

ال next planning phase

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:

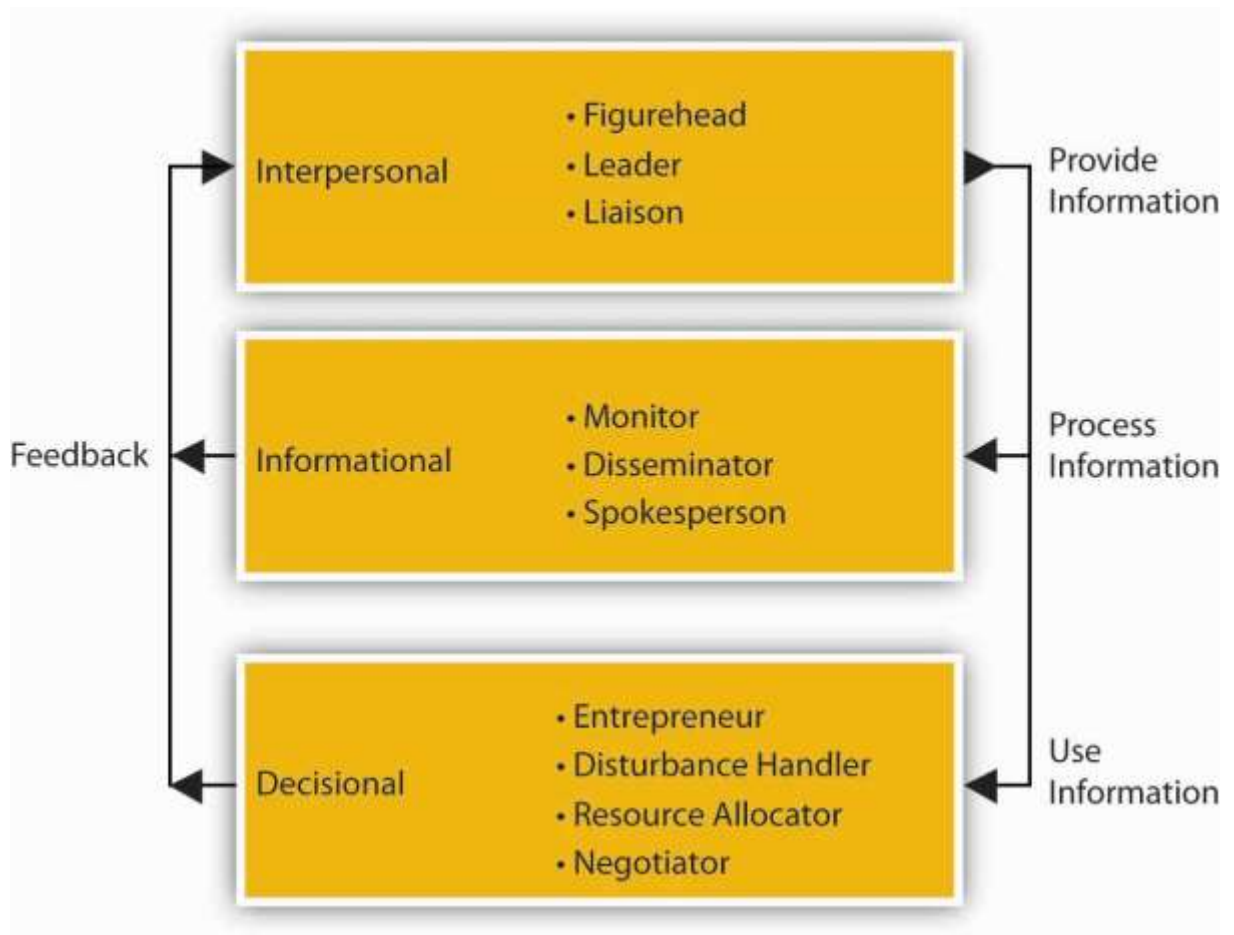
three categories ال roles 10 قسم جدول ال

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

عمل Mintzberg

10 role of many

لحتى يحاول انه يجمع نظرة more modern of management





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

بتعامل مع الناس
سواء customers
Employees
Connection ما
بين التئين

Informational	Monitor	Seek and acquire work-related information	Scan/read trade press, periodicals, reports; attend seminars and training; maintain personal contacts
	Disseminator التي بيغت المعلومات لل others organization	Communicate/ disseminate information to others within the organization	Send memos and reports; inform staffers and subordinates of decisions
	Spokesperson خارج ال organization ف بقدر احكيه disseminator but outside the organization	Communicate/transmit information to outsiders	Pass on memos, reports and informational materials; participate in conferences/meetings and report progress

Decisional	Entrepreneur	Identify new ideas and initiate improvement projects	Implement innovations; Plan for the future
	Disturbance Handler بحل ال conflict بس يصير بين الأطراف	Deals with disputes or problems and takes corrective action	Settle conflicts between subordinates; Choose strategic alternatives; Overcome crisis situations
	Resource Allocator محل صرف ال resources	Decide where to apply resources	Draft and approve of plans, schedules, budgets; Set priorities
	Negotiator بعمل نقلات سواء مع ال customers او providers	Defends business interests	Participates in and directs negotiations within team, department, and organization



Historical Original References

- Argyris, C. (1960). *Understanding Organizational Behavior*. Tavistock Publications.
- Argyris, C. (1964). *Integrating the Individual and the Organization*. Wiley.
- Banathy, B. H. (1996). *Designing Social Systems in A Changing World*. New York/London. Plenum Press.
- Bertalanffy, L. Von. (1968). *General System theory: Foundations, Development, Applications* (p. 33). New York: George Braziller.
- Clark, W. (2010). *The Gantt Chart: A Working Tool of Management*. General Books LLC.
- Etzioni, A., & Cliffs, E. (1964). *Modern Organizations*. New Jersey: Prentice Hall.
- Fayol, H. (1916). *Industrial and General Administration*. Paris: Dunod.
- Fiedler, F. E. (1967). *Theory of Leadership Effectiveness*. New York: McGraw-Hill, New York.
- Gantt, L. H. (1916). *industrial leadreship* (p. 57). New Haven, Conn: Yale University Press.
- Herzberg, F. (1987). One More Time: How Do You Motivate Employees? *Harvard Buisness Review*, 65(5), 109–20.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). Chapman and Hall.
- Katz, D., & Kahn, R. . (1978). *The Social Psychology of Organizations* (2nd ed.). New York: Wiley.
- Kühn, A. (1974). *The Logic of Social Systems*. San Francisco: San Francisco: Jossey-Bass.
- Kühn, A. (1975). *Unified social science: a system-based introduction*. Dorsey Press.
- Maslow, A. (1943). A Theory of Human Motivation. *Psychological Review*, 50(4), 370–96.
- McGregor, D. (1960). *The human side of enterprise*. New York, McGraw-Hill.
- Mooney, J. D. (1947). *The principles of organization revised edition*. New York: Harper.
- Reddin, W. J. (1967). The 3-D Management Style Theory, A Typology Based on Task and Relation Orientations. *Training and Development Journal*, 8–17.
- Taylor, F. W. (1911). *Principles of Scientific Management* (p. 44). New York: Harper.
- Tien, M. J., & Berg, D. (2003). A case for service systems engineering. *Journal of Systems Science and Systems Engineering*, 12(1), 13–38.
- Trist, E. (1981). *The evolution of socio-technical systems: A conceptual framework and an action research program*. Toronto: Ontario Ministry of Labour.
- Weber, M. (1947). *The theory of social and economic organization*. New York: Free Press.