

ALWAYS
LEARNING

Management: Arab World Edition

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Chapter 1: Introduction to Management and Organizations

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Learning Outcomes

Follow this Learning Outline as you read and study this chapter.

1.1 Who Are Managers?

- Explain how managers differ from non-managerial employees.
- Describe how to classify managers in organizations.

1.2 What Is Management?

- Define management.
- Explain why efficiency and effectiveness are important to management.

Learning Outcomes

1.3 What Do Managers Do?

- Describe the four functions of management.
- Explain Mintzberg's managerial roles.
- Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
- Discuss the changes that are impacting manager's jobs.
- Explain why customer service and innovation are important to the manager's job.

Learning Outcomes

1.4 What Is An Organization?

- Explain the characteristics of an organization.
- Describe how today's organizations are structured.

1.5 Why Study Management?

- Discuss why it's important to understand management.
- Explain the universality of management concept.
- Describe the rewards and challenges of being a manager.

Learning Outcomes

1.6 Is There An Arab Model Of Management?

- Discuss an approach towards an Arab Model of Management.
- Explain what may have influenced Arab Managerial thought and practice.

Who Are Managers?

1. Explain how managers differ from non-managerial employees.
2. Describe how to classify managers in organizations.

Who Are Managers?

Manager

- Someone who coordinates and oversees the work of other people so that organizational goals can be accomplished.
- They can be young or old.
- They may be male or female.



Exhibit 1-1

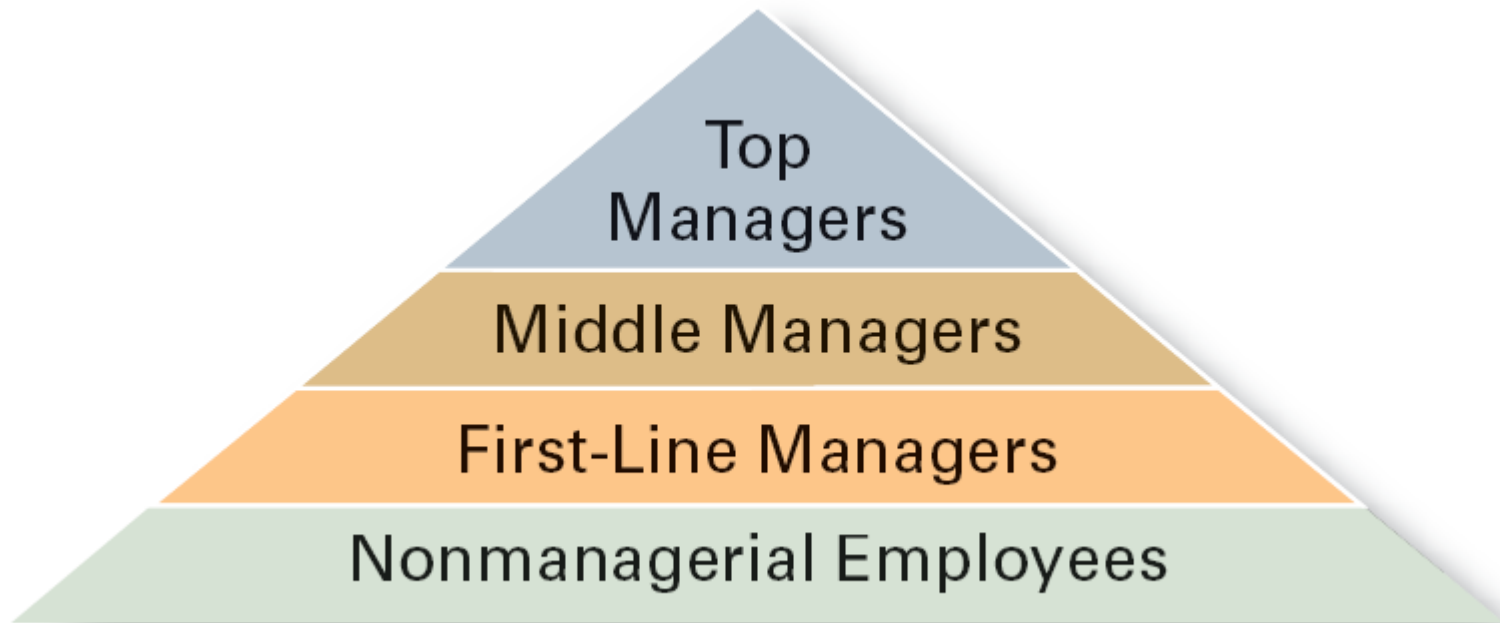
Women In Managerial Positions Around The World

	Women in Management	Women in top manager's job
Arab Countries	Less than 10 percent	N/A
Australia	41.9 percent	3.0 percent
Canada	36.3 percent	4.2 percent
Germany	35.6 percent	N/A
Japan	10.1 percent	N/A
Philippines	57.8 percent	N/A
United States	50.6 percent	2.6 percent

Sources: Metrics Pyramid Catalyst, www.catalyst.org/knowledge/metricspyramid, February 12, 2008; M. Fackler, "Career Women in Japan Find a Blocked Path," *New York Times* online, www.nytimes.com, August 6, 2007; "2006 Australian Census of Women in Leadership," Equal Opportunity for Women in the Workplace Agency, www.eowa.gov.au/Australian_Women_In_Leadership_Census.asp; Morrison, C., and Jutting, J.P. "Women's Discrimination in Developing Countries: A New Data Set for Better Policies", *World Development*, Vol. 33, No. 7, pp. 1065-1081, 2005

Exhibit 1-2

Managerial Levels



Classifying Managers

First-line Managers

- Individuals who manage the work of non-managerial employees.

Middle Managers

- Individuals who manage the work of first-line managers.

Top Managers

- Individuals who are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization.

What Is Management?

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OUTCOME 1.2 ▷

1. Define management.
2. Explain why efficiency and effectiveness are important to management.

What Is Management?

- **Management** involves coordinating and overseeing the work activities of others so that their activities are completed efficiently and effectively.

What Is Management? (cont'd)

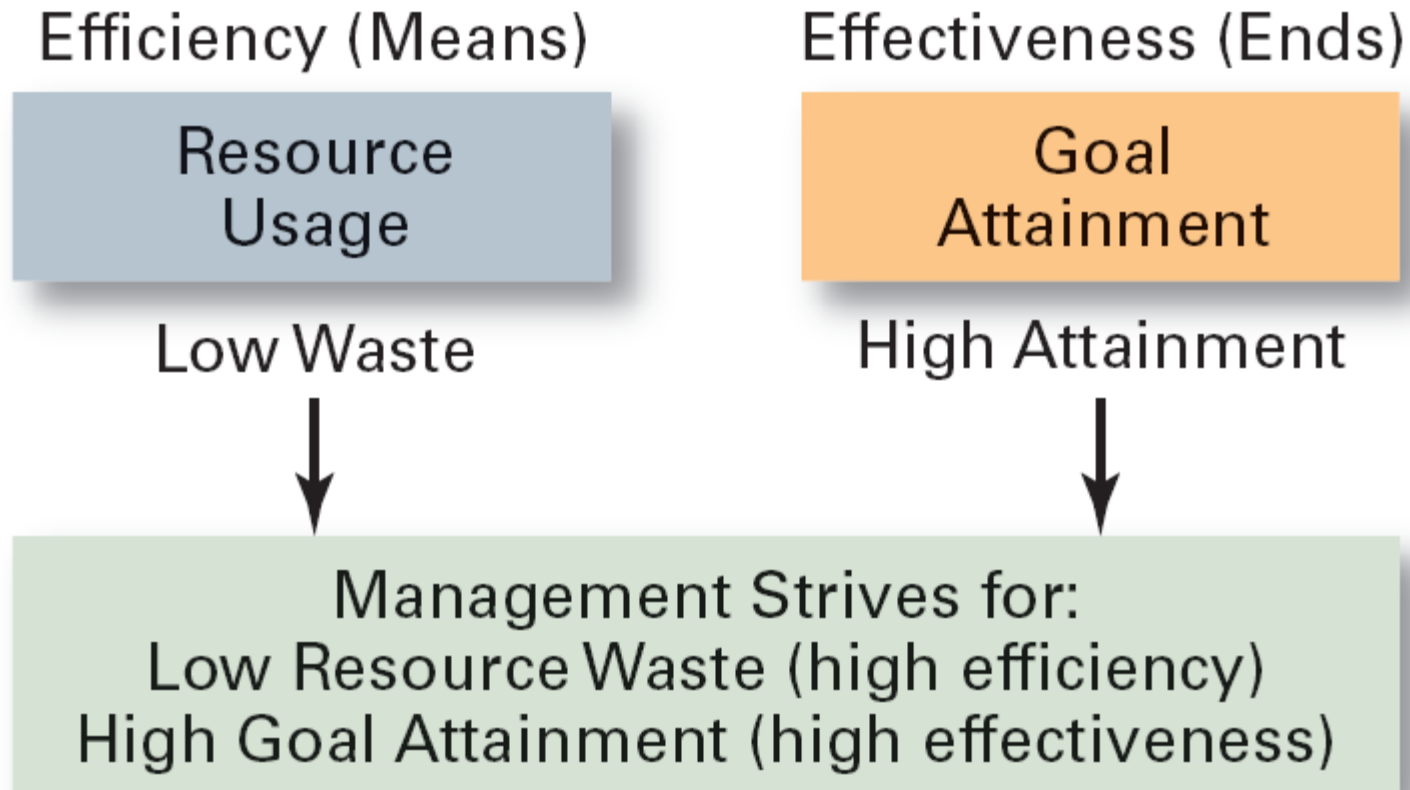
Managerial Concerns

- Efficiency
 - “Doing things right”
 - Getting the most output for the least inputs
- Effectiveness
 - “Doing the right things”
 - Attaining organizational goals



Exhibit 1-3

Managerial Effectiveness and Efficiency in Management



OUTCOME 1.3 ▷

1. Describe the four functions of management.
2. Explain Mintzberg's managerial roles.
3. Describe Katz's three essential managerial skills and how the importance of these skills changes depending on managerial level.
4. Discuss the changes that are impacting manager's jobs.
5. Explain why customer service and innovation are important to the manager's job.

What Do Managers Do?

Three Approaches to Defining What Managers Do

- Functions they perform
- Roles they play
- Skills they need

What Do Managers Do? (cont'd)

Functions Manager's Perform

Planning

- Defining goals, establishing strategies to achieve goals, developing plans to integrate and coordinate activities.

Organizing

- Arranging and structuring work to accomplish organizational goals.

Leading

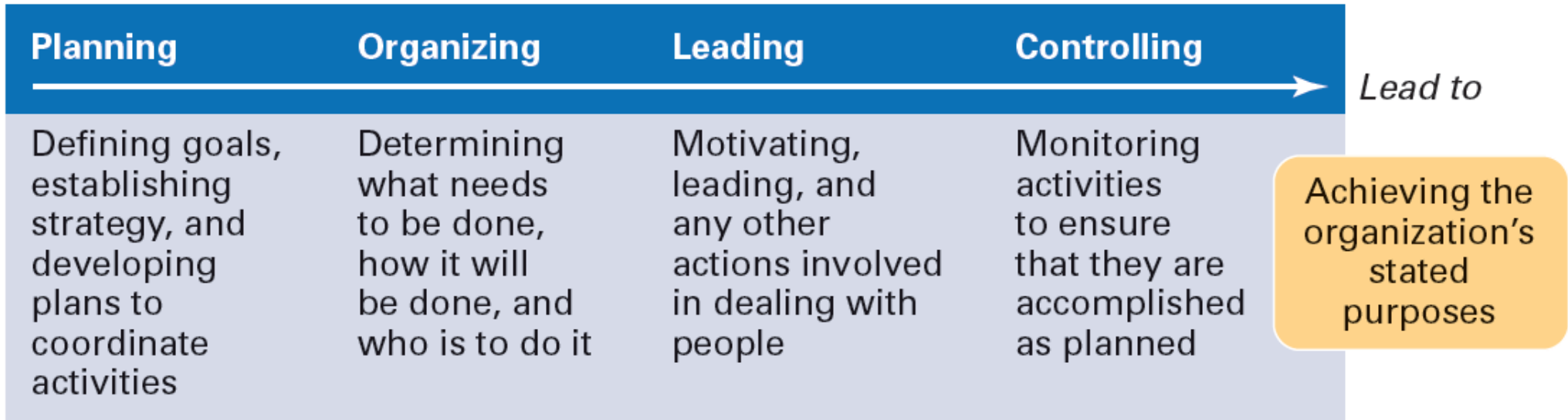
- Working with and through people to accomplish goals.

Controlling

- Monitoring, comparing, and correcting work.

Exhibit 1-4

Management Functions



What Do Managers Do? (cont'd)

Roles Managers Play

- Roles are specific actions or behaviors expected of a manager.
- Mintzberg identified 10 roles grouped around
 - interpersonal relationships,
 - the transfer of information, and
 - decision making.

Interpersonal roles

- Figurehead
- Leader
- Liaison

Informational roles

- Monitor
- Disseminator
- Spokesperson

Decisional roles

- Entrepreneur
- Disturbance handler
- Resource allocator
- Negotiator

What Managers Do (Mintzberg)

Actions

- thoughtful thinking
 - Example: listens patiently to customers' problems.
- practical doing
 - A manager resolves those problems.

What Do Managers Do? (cont'd)

Skills Managers Need

Technical skills

- Knowledge and proficiency in a specific field.

Human skills

- The ability to work well with other people.

Conceptual skills

- The ability to think and conceptualize about abstract and complex situations concerning the organization.

Exhibit 1-5

Skills Needed at Different Management Levels

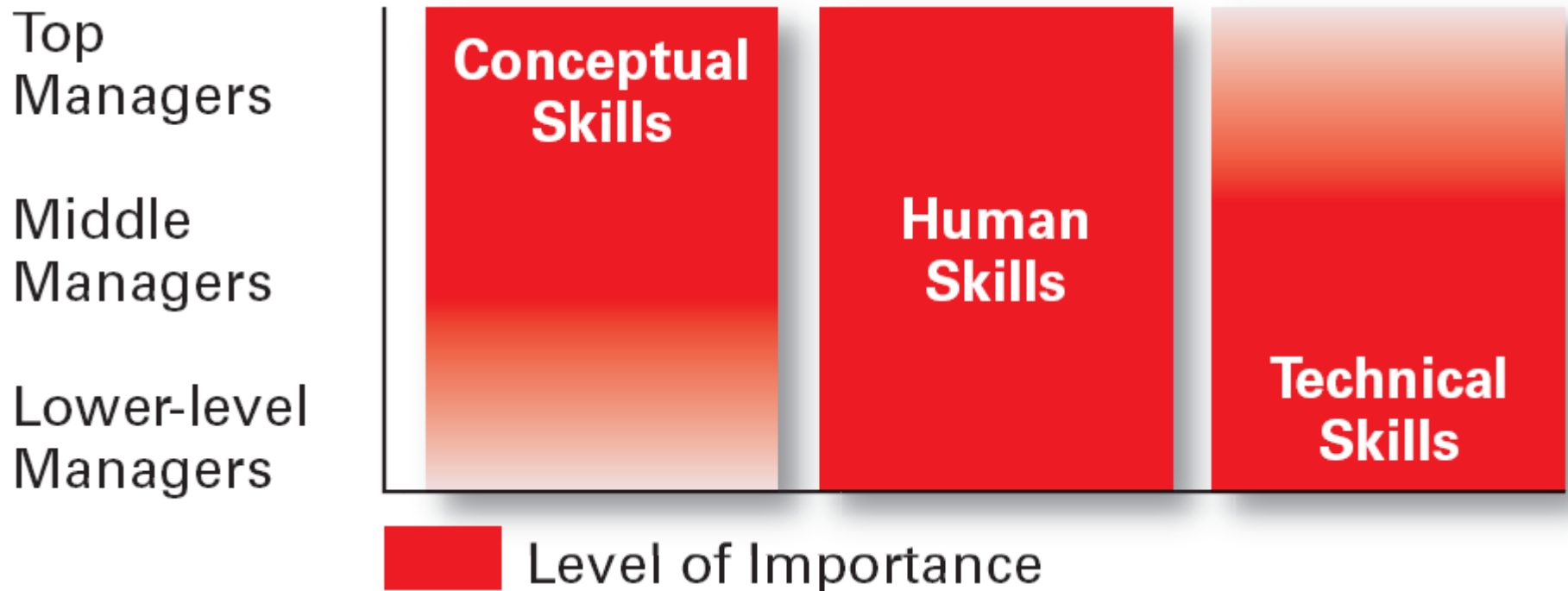
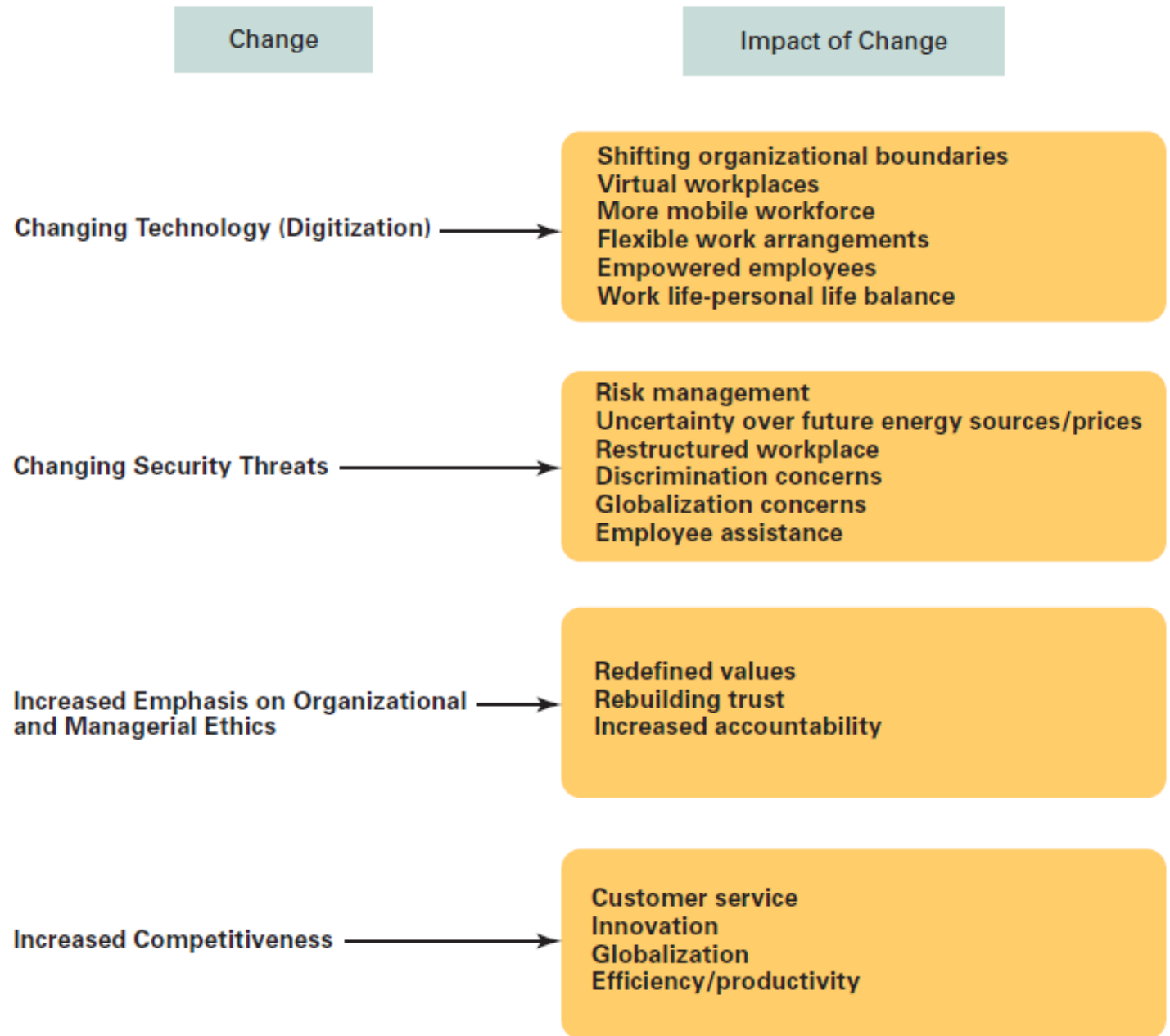


Exhibit 1-6

Changes Affecting A Manager's Job



How The Manager's Job Is Changing

The Increasing Importance of Customers

- Customers: the reason that organizations exist
 - Managing customer relationships is the responsibility of all managers and employees.
 - Consistent high quality customer service is essential for survival.
- Many jobs require close contact with customers.

Exhibit 1-7

Role of the Service Sector in Arab Economies

	Percent of employment in services	Services value added ⁽¹⁾
Selected Arab Countries		
Bahrain	68	59
Kuwait	81	48
Oman	82	43
Qatar	56	31
Saudi Arabia	76	27
United Arab Emirates	58	42
Egypt	47	49
Morocco	36	50
Algeria	54	36
Jordan	77	66
Syria	47	45
Lebanon	46	73
Richest Non-Gulf Countries		
Euro Zone	67.5	71.8
Japan	66.4	68.61
United States	77.8	75.97
Emerging Economies		
China	16.1	39.94
India	20.3	54.06

⁽¹⁾ value added as a percentage of GDP

Sources: The World Bank – Data, www.data.worldbank.org, 2010; Lebanon Opportunities, <http://www.opportunities.com.lb/Lebanon/bhb/initdoc.asp?catid=5>, 2010.

How The Manager's Job Is Changing (cont'd)

Innovation

- Doing things differently, exploring new territory, and taking risks
 - Managers should encourage employees to be aware of and act on opportunities for innovation.
- How do Arab countries score on innovation indicators?

Exhibit 1–8 Innovation in Selected Arab Countries

	Quality of scientific research institutions	Company spending on R&D	Government procurement of advanced tech products	Intellectual property protection	Availability of scientists and engineers	Overall Innovation Score
Country Score	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)	Score (1–7)
Bahrain	2.55	2.26	3.83	4.08	3.79	2.71
Kuwait	3.86	2.93	3.23	3.62	4.46	3.04
Qatar	4.00	3.40	4.40	4.84	4.14	3.51
United Arab Emirates	3.79	3.40	4.72	4.80	4.14	3.52
Average of Selected Arab Countries	3.74	3.18	4.15	4.40	4.18	3.33
Japan	5.85	6.06	4.98	5.88	6.25	5.90
Distance to best performer	2.10	2.88	0.83	1.49	2.07	2.57

Source: "Arab Competitiveness Report", The World Economic Forum, <http://www.weforum.org/>, 10 April 2007.

OUTCOME 1.4 ▷

1. Explain the characteristics of an organization.
2. Describe how today's organizations are structured.

What Is An Organization?

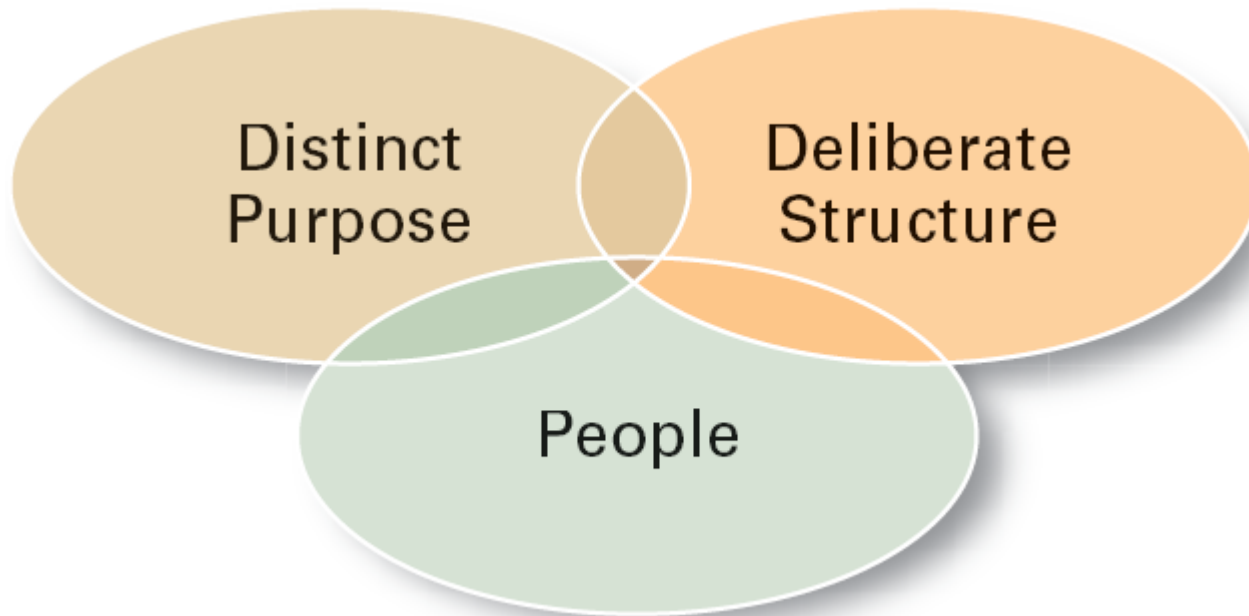
An Organization Defined

- A deliberate arrangement of people to accomplish some specific purpose (that individuals independently could not accomplish alone).

Common Characteristics of Organizations

- Have a distinct purpose (goal)
- Composed of people
- Have a deliberate structure

Exhibit 1–9 Characteristics of Organizations



Why Study Management?

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OUTCOME 1.5 ▷

1. Discuss why it's important to understand management.
2. Explain the universality of management concept.
3. Describe the rewards and challenges of being a manager.

Why Study Management?

The Value of Studying Management

- The universality of management
 - Good management is needed in all organizations.
- The reality of work
 - Employees either manage or are managed.
- Rewards and challenges of being a manager
 - Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.
 - Successful managers receive significant monetary rewards for their efforts.

Exhibit 1-10

Universal Need for Management



Exhibit 1-11 Rewards and Challenges of Being A Manager

Rewards

- Create a work environment in which organizational members can work to the best of their ability
- Have opportunities to think creatively and use imagination
- Help others find meaning and fulfillment in work
- Support, coach, and nurture others
- Work with a variety of people
- Receive recognition and status in organization and community
- Play a role in influencing organizational outcomes
- Receive appropriate compensation in form of salaries, bonuses, and stock options
- Good managers are needed by organizations

Challenges

- Do hard work
- May have duties that are more clerical than managerial
- Have to deal with a variety of personalities
- Often have to make do with limited resources
- Motivate workers in chaotic and uncertain situations
- Blend knowledge, skills, ambitions, and experiences of a diverse work group
- Success depends on others' work performance

Is There An Arab Model of Management?

1. Discuss an approach towards an Arab Model of Management.
2. Explain what may have influenced Arab Managerial thought and practice.

An Arab Model of Management?

Arab model of management

- The Arab manager, like any other manager, plans, organizes, leads, and controls.
- Arab managers, like all other managers, tend to reflect their cultures and the contexts within which they live.

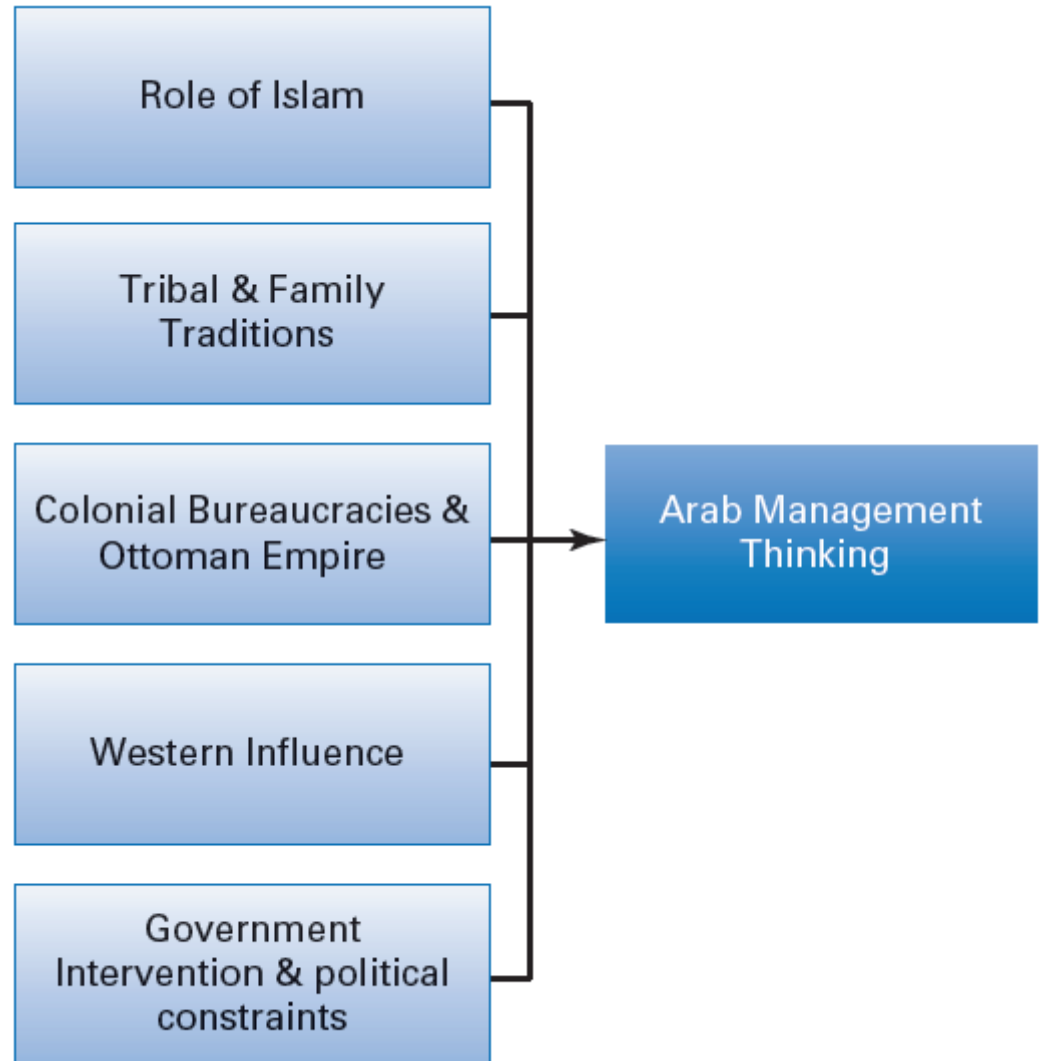
An Arab Model of Management? (cont'd)

Arab model of management

- Different behavior and management styles from one country to another in Arab Countries.
- An “Arab method” of management has not emerged, due to:
 - Political and economic upheavals.
 - Social tension in Arab societies between the old and the new, and between the traditional and the modern.

Exhibit 1-12

Historical Influences on Arab Management Thought



Activity 1.1

1. Give examples in each of the five areas depicted in the activity sheet.
2. Can you think of any other influences on Arab management thinking and practice?

Terms to Know

manager

first-line managers

middle managers

top managers

management

efficiency

effectiveness

planning

organizing

leading

controlling

management roles

interpersonal roles

informational roles

decisional roles

technical skills

human skills

conceptual skills

organization

universality of management

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