

# Principles of Management

BUS103



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## Introduction

### مقدمة

- 'Business' signifies individual and group activities directed toward wealth generation through exchange of goods and services.
- To create goods and services as output to meet the needs of the consumers.
- Business involves risks and the profit.
- The common risks are changing technology, changes in consumer preferences, competitive threats, and government policies.

## OBJECTIVES OF BUSINESS

### أهداف الأعمال

### (1) Economic objectives include

### أولاً: الأهداف الاقتصادية

- (a) satisfactory return on investment (ROI).
- (b) Growth of business.
- (c) Product innovation.
- (d) gaining strong market position.

### (2) Social objectives include

### ثانياً: الأهداف الاجتماعية تتضمن

- (a) Prevention of environmental pollution.
- (b) Development of the locality.
- (c) Development of backward areas.
- (d) Promotion small scale industries.

## ESSENTIALS OF GOOD BUSINESS

### العناصر الأساسية للأعمال الجيدة

1. Well defined.
2. Follow a proper planning procedure.
3. It should have a proper layout and location so as ensure minimization of costs and maximization of profits.
4. Have a responsive and adaptive management.
5. Have a sound organization structure ensuring effectiveness.
6. Have a customer-focused marketing system.
7. Have sound personnel policies.

## CONCEPT OF MANAGEMENT

## مفهوم الإدارة

- Managing is the art of getting things done through people in formally organized.
- Art or skill of directing human activities and resources in the attainment of predetermined goals.
- Planning, organized staffing, directing and controlling.

## MANAGEMENT AND ADMINISTRATION

## التنظيم ( الشؤون الإدارية ) والإدارة

### MANAGEMENT PROCESS

### عملية الإدارة

1. Management is the process of planning, organizing, coordinating, leading.
2. A manager is a person who plans, organizes, leads, and controls human, financial physical.
3. Is the management function of developing a futuristic frame of reference from which to identify opportunities and threats.
4. Is the management function of assigning duties, grouping establishing authority.
5. Is the management function of recruitment, selection, placement, and development of people
- 6- Is the management function of influencing, motivating, and directing human resources.
- 7- Is the management function of monitoring organizational.

## ADMINISTRATION

## الإدارة (الشؤون الإدارية)

- Administration describes not only the activity of implementing policy decisions, but also the activity of regulating the day-to-day operations of a section of an organization.
  - Three views regarding the difference between administration and management.
1. *Management and administration are the same:* Higher executive functions in government circles business world.
  2. *Administration is above management:* Administration is the function concerned with the determination of corporate policy; while management is concerned with the execution of policy setup by administration for the particular objects before it.

**3. Administration is part of management:** Management is the general term used for the total process of executive control administration is that part of management which is concerned with the installation.

### MANAGEMENT SKILLS

### مهارات الإدارة

- Technical, human and conceptual.
- *Technical skill* is the ability to use the procedures, techniques, and knowledge.
- *Human skill* is the ability to work with, understand, and motivate other people.
- *Conceptual skill* to coordinate and integrate the organization's goals and activities.

### MANAGEMENT LEVELS

### مستويات الإدارة

There are generally four levels of management : (1) top-level management, (2) upper middle management, (3) middle management, and (4) lower-level or first line management.

### Top-Level Management

### مستوى الإدارة العليا

- Consists of a small group of people and is responsible for the overall management of an organization.
- The various functions performed by the top management are as follows:

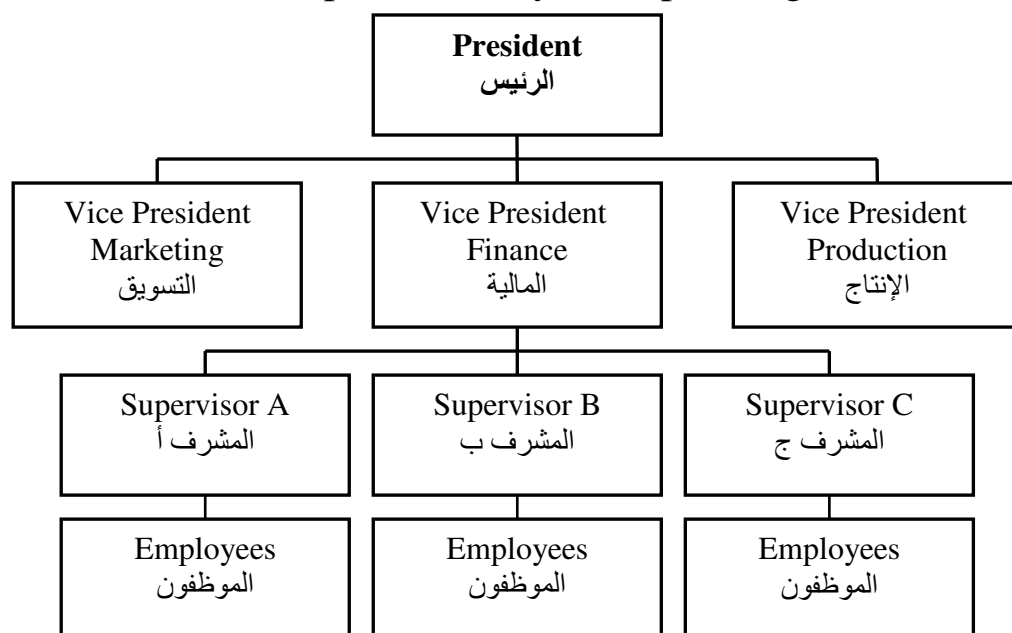


FIGURE 1.1 Levels of Managements

مستويات الإدارة

1. Laying down the objectives.
2. Preparing strategic plans and policies.
3. Issuing necessary instructions.
4. Appointing executives for the middle level.
5. Coordinating the activities of all departments.
6. Maintaining public relations.

### Upper-Middle Management

### الإدارة العليا المتوسطة

- Consists of heads of various functional divisions.
- They are responsible for the effective performance of their functional divisions.

### Middle Management

### الإدارة المتوسطة

- Consist of more than one level in an organization.
- The principal responsibility is to direct the activities.

### Lower-Level Management or First Line Management

### الإدارة على المستوى السفلى أو القسم الأول ( الإدارة الدنيا )

- Direct employees at non-managerial levels.
- **important functions of a supervisor include the following:**
  1. Plan and organize the activities of the group.
  2. Arrange for necessary materials, machines, for workers.
  3. Provide training to the workers.
  4. Supervise and guide the subordinates.
  5. Solve the problems of workers.
  6. Communicate employees problems to the higher management.

### MANAGERIAL ROLES

### الأدوار الإدارية ( ادوار الإدارة )

- A role is an organized set of behaviors.
- Ten roles common to the work of all managers.
- Ten roles are divided into three groups: *interpersonal*, *informational* and *decisional*.
- The interpersonal roles ensure that information is provided.
- Decisional roles make significant use of the information.

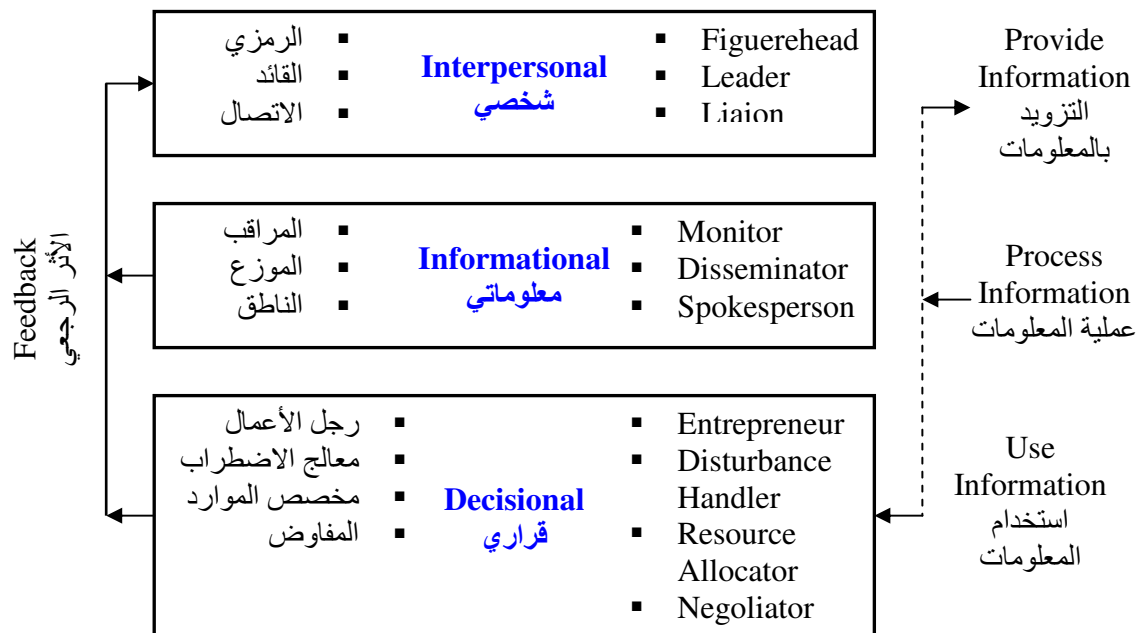


FIGURE 1.2 Managerial Roles.  
أدوار الإدارة

## 1- INTERPERSONAL ROLE

## الدور الأول: الدور الشخصي

- Assume different roles at different points of time as demanded by the three interpersonal roles are.

### 1. Figurehead Role

### ١- الدور الصوري (الرمزي)

- The manager represents the company legally.
- Socially to those outside of the organization.

### 2. Liaison Role

### ٢- دور الاتصال

- The manager interacts with peers and people outside the organization.

### 3. Leader Role

### ٣- دور القائد (الزعيم)

- The leader role defines the relationship between the manager and the employee.
- Places the manager in a unique position to get information.
- He must motivate and direct the activities.

**2- INFORMATIONAL ROLE****الدور الثاني: الدور الإعلامي (المعلوماتي)**

- The three informational roles with the information aspects of managerial work.

**1. Monitor Role****١- دور المراقب (المتابع)**

- Receives and collects information. by scanning the environment.

**2. Disseminator Role****٢- دور الناقل**

- The manager transmits special information into the organization.

**3. Spokesperson Role****٣- دور المتحدث الرسمي**

- The manager disseminates the organization's information into environment.
- Thus, the top-level manager is seen as an industry expert.
- The supervisor is seen as a unit or departmental expert.

**3- DECISIONAL ROLE****الدور الثالث: أدوار متعلقة بالقرارات**

There are four decisional roles.

**1. Entrepreneur Role****١- دور رجل الأعمال**

- The manager initiates change.
- The manager seeks and identifies opportunities to promote the needed change.

**2. Disturbance Handler Role****٢- دور المعالج (عامل الاضطراب)**

- The manager deals with threats to the organization.
- He must seek solutions to various unanticipated problems like strike.

**3. Resource Allocator Role****٣- دور مخصص (موزع الموارد)**

- The manager chooses as to where the organization will expend its efforts.
- Deals with allocation of scarce resources to various requests.

**4. Negotiator Role****٤- دور مفاوض**

- The manager negotiates on behalf of the organization.
- The top-level manager makes the decisions about the organization as a whole, particular work unit.

**4- SUPERVISOR'S ROLE****الدور الرابع: دور المشرف**

- The manager performs the managerial roles but with different emphasis than higher managers.

**BUSINESS ENVIRONMENT****بيئة العمل**

The environments may be classified in four groups:

- (1) Economic
- (2) Social
- (3) Political
- (4) Legal

**1- ECONOMIC ENVIRONMENT****١ - البيئة الاقتصادية**

- It is sometimes thought that the economic environment is of concern only to businesses whose socially approved mission is the production and distribution of goods and services.
- But it is also of the greatest importance to other types of organized enterprises.
- The factors affecting an economic environment are discussed below.

**Capital****رأس المال**

- Almost every kind of organization needs capital - for machinery, buildings, inventories goods, office equipments, tools.
- Some of these may be produced in the organization itself.
- Organized enterprises are usually dependent for capital requirements on various suppliers whose job is to provide materials and other items of capital that an organization require for its operation.

**Labor****العمال**

- Availability, quality, price of labor.

**Price Levels****مستويات الأسعار**

- The input side of an enterprise is clearly affected by the price level changes.

**Government Fiscal and Tax Policies****سياسات الضريبة و الحكومة المالية**

- The nature of government fiscal and tax policies.
- Government tax policy affects every segment of society.
- Not only to business but also to the people generally.

**Customers****العملاء**

- Without the customers, the business cannot exist. But to capture customers, a business must try find out what people want and are willing to buy.
- Another factor in the market is the appearance of substitute products.

**Technology****التكنولوجيا**

- It is science that provides knowledge, and it is technology that uses it.
- It includes inventions, techniques, and vast stores of organized knowledge.
- The impact of technology is seen in new products, new machines, new tools, new materials, and new services.

**SOCIAL ENVIRONMENT****البيئة الاجتماعية**

- The social environment is made up of the attitudes, desires, expectations, degrees of intelligence and education, beliefs, and customs of people in a given group or society.

**POLITICAL ENVIRONMENT****البيئة السياسية**

- The attitudes and actions of political and government leaders and legislators do change the ebb and flow of social demands and beliefs.
- Government affects virtually every enterprise and every of life.
- It promotes business by stimulating economic expansion and development by providing financial assistance.
- Finally, government is also the biggest customer of goods and services.

**LEGAL ENVIRONMENT****البيئة القانونية**

- Laws, regulations, and court decisions not only on national level but also on the state and local levels.
- Some are designed to protect workers, consumers, and communities.