Management Studies in English

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بسم الله الرحمن الرحيم

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" إن الله على كل شئ قدير "

صدق الله العظيم

◉ Introduction :

Management touches everyone

Management is everywhere in our life

Management requires creativity for success

Management is a very exciting field

I do not know how life will look like without management ?!

Thus clubs, hospitals, political parties, colleges, hospitals, business firms all require management.

When ever more than one person is engaged in working for a common goal, management is necessary.

Whether it is a small business firm which may be engaged in trading or a large firm, management is required everywhere irrespective of size or type of activity.

You are about to begin studying one of the most important and interesting disciplines of business — the field of management.

I am glad to present this book, especially designed to serve the needs of the students.

This (book) focuses on the contemporary management studies that is being practiced by organisations from both the public and private sectors.

Through this course, students would be exposed to:

This book includes (9) chapters in the course. These are:

Chapter 1 : **Introduction to management.**

Chapter 2 : **Decision Making.**

Welcome to the world of management studies , we wish you a successful study.

With all my best wishes

" رب أوزعنى أن أشكر نعمتك التى أنعمت على وعلى والدى وأن أعمل
صالحا ترضاه وأدخلنى برحتمك فى عبادك الصالحين"
صدق الله العظيم

Prof. Dr. / Ahmed Mohamed Ghonim
Mansoura : 6/10/2012
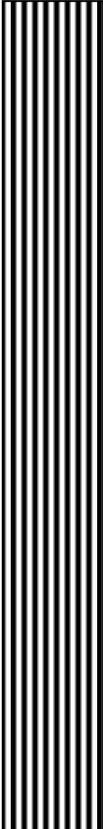
Chapter 1

Introduction to Management

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Definition of Management.

Importance of Management.

Functions of Management.

Levels of management.

Managers.

The Nature of Management.

Applications.

◘ Definition of Management :

The term " Management " has been defined in many ways by different authorities.

According to F.W. Taylor, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way".

According to Henry Fauol "To manage is to forecast, to plan, to organize, to command to co-ordinate and control "

According to Harold Koontz, "Management is an art of getting things done through and with the people in formally organized groups. It is an art of creating an environment in which people can perform and individuals and can co-operate towards attainment of group goals".

There are several different concepts about management.

Economists have treated management as a factor of production; sociologists have treated it as a class or group of persons; practitioners have treated it as a process comprising different activates.

There are three basic concepts of management :

1- **Management as a Group of People:**We refer to management as a group of people in which we include all those personnel who perform managerial functions in organizations.

2-**Management as a process**:In studying management discipline, we generally refer to management as a process. A process can simply be defined s systematic method of handling activates. Thus, management as a process includes various activities and sub.

3-Management as a Discipline: Discipline refers to a field of study having well-defined concepts and principles, the knowledge of which aids in managing.

Therefore, we can say that good management includes both being efficient and effective. Being efficient means doing the task correctly, at least possible cost with minimum wastage of resources. Being effective means doing the appropriate task i.e, fitting the square pegs in square holes and round pegs in round holes.

◘ Importance of Management :

The Importance of management are:

1- It helps in Achieving Group Goals:It arranges the factors of production, assembles and organizes the resources, integrates the resources in effective manner to achieve goals.

2- Establishes Equilibrium: It enables the organization to survive in changing environment. So it adapts organization to changing demand of market / changing needs of societies. It is responsible for growth and survival of organization.

3 - Establishes Sound Organization: Management fills up various positions with right persons, having right skills, training and qualification. All jobs should be cleared to everyone.

4-Optimum Utilization of Resources: Management provides maximum utilization of scarce resources by

selecting its best possible alternate use in industry from out of various uses.

5-Reduces Costs: Management uses physical, human and financial resources in such a manner which results in best combination. This helps in cost reduction.

6-Essentials for Prosperity of Society: Efficient management leads to better economical production which helps in turn to increase the welfare of people.

◘ Functions of management :

We can classify the management functions into the following categories:

1. **Planning.**
2. **Organizing.**
3. **Staffing.**
4. **Directing.**
5. **Controlling.**

1- Planning :

Planning is the basic function of management. It means "Preparing a sketch or an outline of any proposed plan of actions". It implies considering and arranging in advance a projected course of action. It can also be definedas determining what is to be done, making the decisions to do it, and devising a procedure, method and time table to do it. Planning is a general activity.

Planning involves two aspects. First it involves mental formulations of an idea of what is desired to be

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achieved. Upto this, it remains at the thinking level and is based on forecasts and estimates. Secondly it determines the mode of action to be pursued to achieve what has been thought up.

Planning is a necessary part of all operations of an enterprise, and for the operations of each of the departments and sections. It stimulates people to action and also determines their mode of action.

2- Organizing :

To organize means to put into working order and arrange in a system. Organising may be defined as arranging a number of complex tasks into manageable units and defining the formal relationship among the people who are assigned the various units of tasks. This definition is in the context of attainment of the goals and objectives of an undertaking.

To organize a business involves determining & providing human and non-human resources to the organizational structure. Organizing as a process involves:

a- Identification of activities.

b- Classification of grouping of activities.

c- Assignment of duties.

d- Delegation of authority and creation of responsibility.

e-Coordinating authority and responsibility

Thus Organisation is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals.

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3- Staffing :

Staffing has been defined as manning and keeping manned the positions provided by the organization structure. Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of business, complexity of human behavior etc.

Staffing is a difficult managerial function, because it is concerned with selection of properly qualified and mentally well-adjusted persons and their retention in the enterprise as a contented and motivated work force.

The main purpose o staffing is to put right man on right job i.e. square pegs in square holes and round pegs in round holes.

Thus staffing involves four things:

a- Assessment of personnel needs of the enterprise and selection and training of employees.

b- Determination of employees remuneration.

c- Evaluation of employees performance.

d- Establishment of effective communication skills.

4- Directing :

To direct means to guide and supervise any action or conduct. It implies guidance or instructions about what to do and how to do it. Direction is that inert-personnel aspect of management which deals directly with influencing, guiding, supervising, motivating sub-ordinate for the achievement of organizational goals.

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Direction function involves :

a- Issuing orders and instructions to subordinated.

b-Guiding, training, energizing and leading the subordinates to perform the work methodically.

c-Exercising supervision over the work done by subordinates to ensure tat it is n conformity with aims and objectives of the enterprise.

Direction has following elements:

a- Leadership: may be defined as a process by which manager guides and influences the work of subordinates in desired direction.

b-Supervision: implies overseeing the work of subordinates by their superiors. It is the act of watching & directing work & workers.

c-Communications: is the process of passing information, experience, opinion etc from one person to another. It is a bridge of understanding.

d- Motivation: means inspiring, stimulating or encouraging the sub-ordinates with zeal to work. Positive, negative, monetary, non-monetary incentives may be used for this purpose.

5- Controlling :

Controlling can be defined as "comparing results with plans and taking corrective actin when results deviate from plans."

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The purpose of controlling is to ensure that everything occurs in conformities with the standards. An efficient system of control helps to predict deviations before they actually occur.

Pre-requisites of control:

a-Control is possible only where is there is a plan according to which actual performance is intended to proceed.

b-The second requirement of control to measurement of the results of actual operations.

c-The third requirement of control is taking corrective action as soon as deviation from the plan is discovered.

Therefore controlling has following steps :

a- Establishment of standard performance.

b- Measurement of actual performance.

c- Comparison of actual performance with the standards and finding out deviation if any.

Thus the above functions are said to be the important functions of Management.

◘ Levels of Management :

Managerial positions divided into various categories according to their amount of authority and status, they are

known as the level of management. Thus Level of management refers to the categories or layers of managerial positions in an organization.

Typical management levels fall into the following categories:

1-Top Level Management(Senior Management) :

These includes board of Directors, they comprise small groups and are responsible for overall management they formulate plans, decide objectives & communicate to middle level management.

2- Middle Level of Management :

The branch managers and departmental managers constitute middle level. They are responsible to the top management for the functioning of their department. They devote more time to organizational and directional functions.

3- Lower Level of Management :

Lower level is also known as supervisory / operative level of management. It consists of supervisors, foreman, section officers.

The initial management job that most people attain is typically a first-line management position, such as a team leader or supervisor — a person in charge of smaller. First-line managers ensure that their work teams or units meet performance objectives, such as producing a set number of items at a given quality, that are consistent with the plans of middle and top management.

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◘ Managers:

Managers appear in every organization — at least in organizations that want to succeed.These individuals have the sometimes unenviable task of making decisions, solving difficult problems, setting goals, planning strategies, and rallying individuals. And those are just a few of their responsibilities.

To be exact, managers administer and coordinate resources effectively and efficiently to achieve the goals of an organization. In essence, managers get the job done through other people.

Good managers discover how to master five basic functions: Planning, Organizing, Staffing, Directing, and Controlling. All managers at all levels of every organization perform these functions, but the amount of time a manager spends on each one depends on both the level of management and the specific organization.

Not everyone can be a manager. Certain skills, or abilities to translate knowledge into action that results in desired performance, are required to help other employees become more productive. These skills fall under the following categories:

1- Technical: This skill requires the ability to use a special proficiency or expertise to perform particular tasks. Accountants, engineers, market researchers, and computer scientists, as examples, possess technical skills. Managers acquire these skills initially through

formal education and then further develop them through training and job experience.

2- Human : This skill demonstrates the ability to work well in cooperation with others. Human skills emerge in the workplace as a spirit of trust, enthusiasm, and genuine involvement in interpersonal relationships. A manager with good human skills has a high degree of self-awareness and a capacity to understand or empathize with the feelings of others. Some managers are naturally born with great human skills, while others improve their skills through classes.

3- Conceptual: This skill calls for the ability to think analytically. Analytical skills enable managers to break down problems into smaller parts, to see the relations among the parts, and to recognize the implications of any one problem for others.

It is easy to find a bad manager, but much harder to find a successful one. So what makes a manager successful? Here are my top ten qualities of a successful manager:

1- Demonstrates flexibility: A manager who is responsive to the needs of the business and the needs of employees, is able to keep his team on target and yet achieve the goals of the business.

2- Demonstrates integrity: A manager should walk the talk. The old saying, "Lead by example" is the first quality that makes a manager a stand out.

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3- Is fair: A manager who doesn't take sides, show favoritism or victimize those they are supervising, will earn their trust and in turn, will have more personal power to influence their team for good.

4. Seeks to understand their workers: A manager who is able to accurately assess the skills, abilities and personalities of their work team, will be able to develop individual managers to maximize their effectiveness and help them reach their potential, whilst focusing their efforts on the goal.

5- A good negotiator: A manager who comes to the table prepared to give a little that the outcome is a positive one for everyone, will not only earn the respect of his employees but be guaranteed of the opportunity for further negotiations in the future.

6- Listens effectively: A manager who 'seeks first to understand, then to be understood' is a manager who will always have their finger on the pulse of the business.

7-Knows how to have fun and has a good sense of humor: A manager who is able to promote a safe and happy work environment where appropriate fun is embraced, will ensure the retention of staff.

8- Shows commitment and reliability: A manager who delivers their promises shows their team that they are reliable and promotes trust.

9- A thorough planner: 'If you fail to plan, you plan to fail.' This saying is especially true for managing. A

manager is a coach to their team and the team are looking to them for the game plan.

10-Deals honestly and diplomatically: A manager, who owns their mistakes, deals openly, and honestly with others, earns the respect of those they are trying to lead.

◘ THE NATURE OF MANAGEMENT :

Characteristics or Nature of management can be highlighted as:

1-Working with and through people: Management involves working with people and getting organizational objectives achieved through them.

2- Organized Activities: Management is a process of organized activities. The organized activities may take a variety of forms ranging from a tightly structured organization to a loosely-knit organization.

3- Management is Goal-Oriented: The success of any management activity is accessed by its achievement of the predetermined goals or objective. Management is a purposeful activity. It is a tool which helps use of human & physical resources to fulfill the pre-determined goals.

4-Multidisciplinary: Management is multidisciplinary because it includes knowledge/information from various disciplines- economics, statistics, maths, psychology, sociology, ecology, operations research, history, etc. Management integrates the ideas and

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concepts taken from these disciplines and presents newer concepts which can be put into practice for managing the organizations.

5-Existence of Objectives: The existence of objectives is a basic criterion of every human organization.

6- Management is Continuous: Management is an ongoing process. It involves continuous handling of problems and issues. It is concerned with identifying the problem and taking appropriate steps to solve it.

7-Management is dynamic: Management has framed certain principles, which are flexible in nature and change with the changes in the environment in which an organization exits.

8-Management is a Group Activity: Management is very much less concerned with individual's efforts. It is more concerned with groups.

9-Relative, Not Absolute Principles: Management principles are relative, not absolute, and they should be applied according to the need of the organization.Therefore, principles should be applied according to the prevailing conditions.

10- Management integrates Human, Physical and Financial Resources: In an organization, human beings work with non-human resources like machines. Materials, financial assets, buildings etc. Management integrates human efforts to those resources. It brings harmony among the human, physical and financial resources.

11-Management is all Pervasive: Management is required in all types of organizations whether it is political, social, cultural or business because it helps and directs various efforts towards a definite purpose.

12-Relationship among resources: The essence of management is integration of various organizational resources. Resources include money, machine, materials, and people. Management is concerned with the proper utilization of human resources which, in turn, utilize other resources.

13-Decision-making: Management process involves decision making at all levels. Decision-making describes the process by which a course of action is selected as the way to deal with a specific problem.

14-Management: An science, art, and profession :

a- Management is a Scienc: Science has been defined as "body of systemized knowledge accumulated and accepted with respect to the under standing of general tools concerning particular phenomenon subject or object of study.

It cannot be denied that management has systematic body of knowledge but it is not as exact as that of other physical sciences like biology, physics, and chemistry etc. The main reason for the inexactness of science of management is that it deals with human beings and it a is very difficult to predict their behavior accurately.

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Since it is a social process, therefore it falls in the area of social sciences. It is a flexible science & that is why its theories and principles may produce different results at different times and therefore it is a behavior science. Ernest Dale has called it as a Soft Science.

b- Management an Art : Art is "Bringing about a desired result through the application of will in any activity is called as an art,' The emphasis is on applying skills with knowledge and accomplishing an end through deliberate effort. Thus the function of the art is accomplishing concrete ends efforts, results; predict situations that would not come about without the deliberate effort, to secure them.

c- Management as profession : Profession is defined as an occupation based upon the specialized intellectual study and training, the purpose of which is to supply skilled service or advice to others for the definite fee or salary.

Management has been regarded as a profession by many while many have suggested that it has not achieved the status of a profession. Schein concluded that by some criteria management is indeed a profession, but by other criteria it is not. Today we can see many signs that management is working towards increased professionalism.

◘ Chapter 1 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 (1) The four elements of …………..are:
      (a) ………………   (b) …………….
      (c) ………………   (d) …………….

Group (4): Briefly discuss:

 Group (5): Translatation :

    (a)Translate into Englisg :

    (b)Translate into Arabic:

Group(6) : Briefly discuss :

24
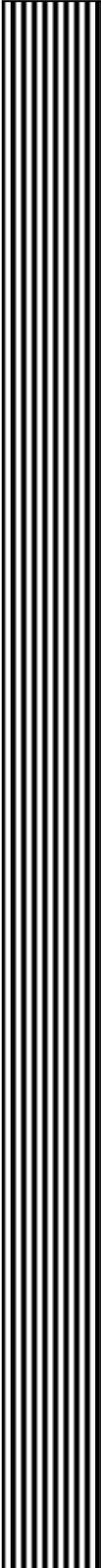
Chapter 2

Decision Making

The Decision-Making Process.

Steps of The Decision-Making Process.

Decision-Making Environment.

Rational Decision-Making Process.

Decision Making Techniques.

Applications.

◘ The Decision-Making Process :

One of the important duties of a manager in implementing management functions is decision making. Managers are constantly called upon to make decisions in order to solve problems. Decision making and problem solving are ongoing processes of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary actions.

Decision making is defined as a process to identify problems that will exist, generate alternative solutions, select the best solutions available and implement it. In other words, it is a process of selecting a solution from a few available alternatives.

The entire decision-making process is dependent upon the right information being vailable to the right people at the right times.

◘ Steps of The Decision-Making Process :

The decision-making process involves the following steps:

The First step : Define the problem :

The first step in rational decision making is to identify the problem. The decision-making process begins when a manager identifies the real problem. The accurate definition of the problem affects all the steps that follow; if the problem is inaccurately defined, every step in the decision making process will be based on an incorrect starting point. At this stage, a manager needs to identify the problems faced, the source of the

problems and how to resolve them.

One way that a manager can help determine the true problem in a situation is by identifying the problem separately from its symptoms.

The Second step: Identify limiting factors :

All managers want to make the best decisions. To do so, managers need to have the ideal resources, information, time, personnel, equipment, and supplies and identify any limiting factors. Realistically, managers operate in an environment that normally doesn't provide ideal resources.

The Third step : Develop potential alternatives :

Thus, a manager should think through and investigate several alternative solutions to a single problem before making a quick decision.

One of the best known methods for developing alternatives is through brainstorming, where a group works together to generate ideas and alternative solutions.

The Fourth step: Analyze the alternatives :

The purpose of this step is to decide the relative merits of each idea. Managers must identify the advantages and disadvantages of each alternative solution before making a final decision.

Evaluating the alternatives can be done in numerous ways. Such as Perform a cost-benefit analysis for each alternative, and Weight each factor important in the decision, ranking each alternative relative to its ability to meet each factor, and then multiply by a probability factor to provide a final value for each alternative.

The Fifth step : Select the best alternative :

After a manager has analyzed all the alternatives, he must decide on the best one. The best lternative is the one that produces the most advantages and the fewest serious disadvantages. A manager simply selects the alternative with the highest probability of success.

The sixth step : Implement the decision :

Managers are paid to make decisions, but they are also paid to get results from these decisions. Positive results must follow decisions. Everyone

involved with the decision must know his or her role in ensuring a successful outcome. To make certain that employees understand their roles,

managers must thoughtfully devise programs, procedures, rules, or policies to help aid them in the problem-solving process.

The seventh step : Establish a control and evaluation system :

An evaluation system should provide feedback on how well the decision is being implemented, what the results are, and what adjustments are necessary to get the results that were intended when the solution was chosen.

In order for a manager to evaluate his decision, he needs to gather information to determine its effectiveness. Was the original problem resolved?

If not, is he closer to the desired situation than he was at the beginning of the decision-making process? If a manager's plan hasn't resolved the problem, he needs to figure out what went wrong.

◘ Decision-Making Environment :

Managers make problem-solving decisions under three different conditions: certainty, risk, and uncertainty. All managers make decisions under each condition. This will create three decision making environments or situations that are :

1- Decision Making in Certain Conditions :

Decisions are made under the condition of certainty when the managers has perfect knowledge of all the information needed to make a decision. Therefore, they are able to know with certainty what situations will occur in the future. By knowing what will occur in the future, hence the results generated by each of the alternative decisions will be able to be ascertained or known with certainty. Therefore, the alternatives that give the best result will be selected and implemented.

2- Decision Making in Uncertain Conditions :

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In this situation, the decision maker does not have any information that would help in his decision making. Therefore, he is uncertain of the future and he also cannot predict the results of each alternative decision made. Therefore, the decision maker has to use his experience and discretion to make a decision.

3- Making Decisions in Risky Conditions :

In a risk environment, the manager lacks complete information. This condition is more difficult. Risk propensity refers to the tendency of a person to take or avoid risk. Individuals who have a high propensity towards risks dare to take risks in any decisions made. Since there is no information available to facilitate the decision making, it is important for the decision maker that operates in such situations to have higher propensity towards risk.

Most managers or decision makers have actually operated in these conditions.Usually, the situations can only assume to occur based on the information obtained as well as the percentage of probability that a situation will occur.

◘ Rational Decision-Making Process :

Although decision making seems simple, however, to ensure that the decision made is the best, the decision must be rational. This means that the decision taken has to be based on facts, opinions and reasonable reasons.

In summary, making rational decision can be defined as a systematic process in defining problems, evaluating

decision alternatives and selecting the best alternative decisions available.

Particularly, there are four problems that obstruct managers from rational decision making, these are:

1-Additional Information Excessive :

Some information can be easily obtained but at the same time can cause problems to the manager. This is because the manager is unable to handle all the information that is available. As a result, only certain information is considered. Thus the decision made is not the best as not all information was taken into consideration.

2-Limited Resources :

Resources consist of time, money, equipment and also manpower. Resources that are limited can influence decision making.

3-Expertise Problems :

Expertise problems cause the decision maker to encounter problems in arranging, understanding and summarising the information available. This is because there is not one individual who is an expert in every sector. Although the information can be analysed by the computer, the decision maker will still require specific skills to understand the results that have been obtained. As a result of this lack of expertise, the evaluation made may not be the best.

4- Memory Problems :

Memory problems can cause difficulties for the manager in remembering all the old information. Even

though the information was recorded, sometimes there is also information that was overlooked or unrecorded.

◘ Decision Making Techniques :

We can classify Decision Making Techniques the into the following categories:

1- Intuitive DECISION MAKING :

The managers who use this Techniqu avoid statistical analysis and logical processes. These managers are "gut" decision makers who rely on their feelings about a situation. This definition could easily lead one to believe that intuitive decision making is irrational or arbitrary.

Although intuition refers to decision making without formal analysis or conscious reasoning, it is based on years of managerial practice and experience.

2-Predisposed DECISION MAKING :

Decision makers using predisposed decision Techniqu do not search out all possible alternatives. Rather, they identify and evaluate alternatives only until an acceptable decision is found. Having found a satisfactory alternative, the decision maker stops searching for additional solutions.

Therefore, only a fraction of the available alternatives may be considered due to the decision maker's information-processing limitations. A manager with this tendency is likely to ignore critical information and may face the same decision again later.

3-GROUP DECISION MAKING :

Most of the current organisations use groups to make decisions. Generally, there are three main methods on how a group generates results as summarised in :

a - Delphi Technique :

Delphi technique is a decision making method where a panel that consists of several experts will answer the questions and interact among them until a solution is reached for the specific issues.

This technique does not require the panel members to meet face-to-face. They might interact by mail, e-mail and others.

b- Brainstorming :

The purpose of brainstorming is to extract ideas from each group member openly. A group brainstorming activity that is effective usually consists of five to seven individuals.

In summary, all the group members will propose their own ideas according to their turns. In the early stage, all ideas whether good or bad, suitable or not suitable, are accepted without being evaluated for the purpose of motivating all members in the group to generate more ideas. This process will continue until no more ideas are proposed. After all the ideas have been collected, only then evaluation will be made, that is by discussing the advantages and disadvantages of the ideas given and thereafter the best decision will be made. This technique is good to be used for the purpose of generating more ideas.

Therefore brainstorming is a technique that encourages the generation of ideas as much as possible without any criticism.

Group decision making, although offers many advantages, also has certain disadvantages. The advantages are : Increases acceptance and commitment of members on the decision made - Offer experience and skills in a group of individuals- More information, data and facts can be compiled. Problems can be seen from various perspectives.

The disadvantage of brainstorming that is most obvious is that it takes a long time. This includes time for the appropriate meeting for all group members, time used for discussions, time wasted due to a problem or conflict that may arise within the group and others. Besides that, the discussion may also be controlled by only certain individuals. In the end, the discussion cannot be made rationally and it affects the decision making.

4- Quantitative Tools to Assist in Decision Making :

Quantitative techniques help a manager improve the overall quality of decision making. These techniques are most commonly used in the rational/ logical decision model, but they can apply in any of the other models as well. Among the most common techniques are decision trees, payback analysis, and simulations.

◼ Chapter 2 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 <u>(1) The four elements of …………..are:</u>

     (a) ………………   (b) …………….

     (c) ………………   (d) …………….

Group (4): Briefly discuss:

Group (5): Translatation :

    (a)Translate into Englisg :

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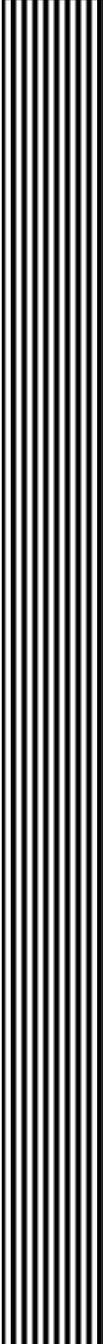
Chapter 3

Communication

The Communication Process.

Characteristics of communication.

Importance of communications.

Methods of Communication.

Organizational Communication.

Oral communication skills.

Written communication skills.

Interpersonal Communication.

Improving Communications.

Applications.

◘ The Communication Process :

No function is more vital to management than communication. Communication is at the heart of every business activity; it is the thread that ties the actions of the individual or organization to its desired objectives.

The word communication originates from the latin word "communis" denoting common. It involves imparting a common idea or understanding and covers any type of behavior resulting in an exchange of facts, ideas, opinions, or emotions by two or more persons.

The goal of communication is to convey information, and the understanding of that information from one person or group to another person or group.

Thus communication may be defined as the process of passing information and understanding from one person

to another. Communication provides employees both the skill to work and the will to work. It may be formal and informal. Whether it is formal or informal it must be done in a proper manner to serve the purpose. Ideation, encoding, transmission, receiving, decoding and acting are some of important steps in communication process.

This communication process is divided into three basic components: A sender transmits a message through a channel to the receiver.

The sender first develops an idea, which is composed into a message and then transmitted to the other party, who interprets the message and receives meaning.

The other important feature is the feedback cycle. When two people interact, communication is rarely one-way only. When a person receives a message, she responds to it by giving a reply. The feedback cycle is the same as the sender-receiver feedback.

◘ Characteristics of communication :

1- Giving information on matters regarding things done or to be done.
2- Creating under standing in others about their responsibility and position and prospects of a situation concerning then.
3- Receiving information on matters of actins expedited or yet to be expedted
4- Identifying the common intentions and interest by interaction of views through channels of commutations.
5- Making others listen attentively to the facts, figures, views, opinions under transmissions.

◘ Importance of communications :

1- It helps in handling the major managerial tasks of planning direction coordination motivating and controlling. It enables the top management to put the policies and decisions into action results in accurate and efficient performance, And to formulate the comprehensive plans and policies on scientific basis.
   Besides that It is essential for coordination which is the essence of management. It brings about mutual understanding between the officers and personnels at all levels and fosters the sprit of cooperation.
2- It helps in securing largest possible participation or consumption in decision making, planning and general administration. This will give democratic character to managerial process and strengthen the moral of the staff.
3-Helps the management to remain informed to the problems difficulties, grievances of personnel. They arise mainly due to communication gap.

◘ Methods of Communication :

   There are several Methods of Communication.these are :

1-Most communication is oral, with one party speaking and others listening. The standard methods of communication are speaking or writing by a sender and listening or reading by the receiver.

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4- Some forms of communication do not directly involve spoken or written language. Body language (nonverbal communication) consists of actions, gestures, and other aspects of physical appearance that, combined with facial expressions (such as smiling or frowning), can be powerful means of transmitting messages.

5- Although technology such as e-mail has lessened the importance of nonverbal communication, the majority of organizational communication still takes place through face-to-face interaction.

6- A mixed message occurs when a person's words communicate one message, while nonverbally, he or she is communicating something else.

◘ Organizational Communication :

The formal flow of information in an organization may move via upward, downward, or horizontal channels.

Downward communication may be both oral and written. Important directives to initiate action may be communicated through letters policies and procedures may be announced house organs, manuals, bulletins etc, But the downward follow of communication is dominated by oral means.Most downward communications address plans, performance feedback, delegation, and training.

Main objectives of downward communication : to explain(the policies, organizational procedures, to give specific direction about the job being entrusted to a

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subordinate, to give information about the rational of the job, and to appraise the subordinates of their performance.

If the managers have transmit information down the lines of authority they have also to receive information continuously emanation from levels below them the communication channel which pushes the flow of information upwards is known as the upward channels of communications.

Importance of upward communication:constructive suggestions, easier introduction of new schemes, out let for the sent-up emotions Greater harmony and cohesion, and Providing feed back.

Most upward communications concern performance, complaints, or requests for help.

Horizontal communications focus on coordination of tasks or resources. Communication between departments or people on the same level in the managerial hierarchy of an organization may be termed as horizontal or lateral communication.

It is the most frequently used channels of communication. Workers communicating with one another, exchanging information with one another, supervisors holding a coffee break section s to discuss some organization are all engage in horizontal communication.

Horizontal communication is extremely important for promoting understanding and coordinating among various departments. Some managers discourage horizontal communication feeling that workers may get friendly with one another and may tops and insist on their unqualified acceptance.

◘ Oral communication skills :

In general, people tend to assume that talking to someone directly is more credible than receiving a written message. Face-to-face communication permits not only the exchange of words, but also the opportunity to see the nonverbal communication. In face-to-face interactions, a person can judge how the other party is reacting, get immediate feedback, and answer questions.

In general, managers prefer to rely on oral communication because communication tends to be more complete and thorough when talking in person.

Although oral communication is useful for conveying the viewpoints of others and fostering an openness that encourages people to communicate, it is a weak tool for implementing a policy or issuing directives where many specifics are involved.

Here are two of the most important abilities for effective oral communication:

a- Active listening : Effective listening is active, requiring the hearer to "get inside the head" of the speaker so that he or she can understand the communication from the speaker's point of view. Effective listeners do the following : Keep silent. Don't talk to fill pauses, or respond to statements in a point-counterpoint fashion, schedule sufficient, uninterrupted time for meetings, avoid being emotional or attacking others, paraphrase the message you heard, especially to clarify the speaker's intentions, make eye contact, and genuinely

seek information.Ask clarifying questions. Avoid making distracting gestures.

b- Constructive feedback : Managers often do poor jobs of providing employees with performance feedback. When providing feedback, managers should do the following : ask questions to ensure understanding of the feedback, focus on specific behaviors rather than making general statements, offer feedback as soon after the action as possible, direct negative feedback toward behavior that the recipient can control, and keep feedback impersonal and goal-oriented.

◘ Written communication skills :

Written communication has several advantages: it provides a record for referral and follow-up, and written communication is an inexpensive means of providing identical messages to a large number of people.

Unfortunately, writing skills are often difficult to develop, and many individuals have problems writing simple, clear, and direct documents. And believe it or not, poorly written documents cost money.

The following are some guidelines for effective written communication : use (simple words and short, clear, sentences and paragraphs), avoid "flowery" language, euphemisms, and trite expressions, give the message a concise title and use subheadings where appropriate, back up opinions with facts, summarize main points at the end and let the reader know what he must do next, Use the P.O.W.E.R. Plan for preparing each

message(plan, organize, write, edit, and revise), and draft the message with the readers in mind.

◘ Interpersonal Communication :

Interpersonal communication is real-time, face-to-face or voice-to-voice conversation that allows immediate feedback. Interpersonal communication plays a large role in any manager's daily activities, but especially in organizations that use teams.

Managers must facilitate interpersonal communication within teams and reduce barriers to interpersonal communications.

Common barriers to interpersonal communication include the following: preconceived notions. Source's lack of credibility, differing perceptions caused by social and cultural backgrounds, expectations of familiarity, noise or interference, semantics and diction, and emotions that interfere with reason.

◘ Improving Communications :

The responsibility to strengthen and improve communication is both individual and organizational.

Senders should define the purpose behind their message, construct each message with the reader in mind, select the best medium, time each transmission thoughtfully, and seek feedback.

Receivers must listen actively, be sensitive to the sender, recommend an appropriate medium for messages, and initiate feedback efforts.

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Because communication is the most time-consuming activity that a manager engages in, improving management strongly depends on improving communication.

One way researchers are trying to improve communication skills for organizations is through instruments that assess managers' writing and speaking effectiveness.

◘ Chapter 3 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 (1) The four elements of …………..are:

    (a) ………………   (b) …………….

    (c) ………………   (d) ……………

Group (4): Briefly discuss:

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   (a)Translate into Englisg :

   (b)Translate into Arabic:

Group(6) : Briefly discuss:
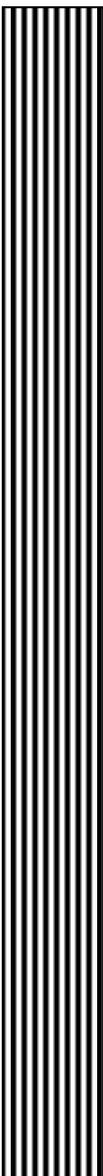
Chapter 4

Effective Meeting Management

Perface.

Steps to Planning a Meeting.

Effective Meetings Management.

Easy Ways to Improve Meetings.

Applications.

◨ Perface :

We live in a meeting world. We meet to share information, make decisions, develop plans, solve problems, recognize accomplishments, and achieve many other things. A lot of people spend a lot of time in meetings.

Since meetings are a required part of our lives, let's see if we can make them better. After all, if your meetings are more effective, you'll probably have more time to do what you really want to do, such as visit tall trees, pristine beaches, and towering mountains.

Fortunately, meetings don't have to be bad. Bad meetings are nothing more than bad habits!

Managing meetings where all conversations and discussions proceed through the chair, is not an effective format for building agreements. Meetings designed to build agreement are for the participants, and therefore should be designed by the participants.

◘ Steps to Planning a Meeting :

Key Points Thorough planning is critical to the success of a meeting. Failing to plan is planning to fail. It is important to go through all the steps :

1- Clarify the purpose (task) of the meeting :

The purpose (task) statement is a one-line statement that describes the reason why the meeting is being held. It starts with a verb. Here are some examples :
- To hear the report on the conference.

- To view the training video.

- To decide the best way to approach our communication problem.

Examples of verbs to use in stating the purpose (task): to decide, solve, view, hear, inform, negotiate, listen, review :

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2- Define the desired outcome :

The desired outcome describes the expected results of the meeting—the product the participants will take away with them when the meeting is over. It can be visible (a written plan) or not visible (new knowledge). It is written with nouns and phrases, not verbs.
Examples of desired outcomes:
- Task outcomes: an action plan, a solution, a decision, an informed group :

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- Process outcomes: a cooperative attitude, commitment, motivated team members:

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....

3 - Design the sequence of meeting activities :

Always plan an introduction and a summary. Consider using an icebreaker at the beginning of the meeting to warm up the group or during the meeting to generate energy.
Sequence meeting topics using the following considerations:
- Allowing staff to present first to encourage participation and dialogue Allow sufficient time for an ending.
- Standardized sequences such as problem solving.
- High-priority topics before low-priority topics.

- Alternating high-energy and low-energy topics - Important topics when high energy is expected.
- Logical sequence—e.g., (a) building information, (b) discussion toward a conclusion.

4 - Determine attendees, roles, and ground rules :

a- A ttendees : Who should attend?, Essential: People who:

- People with similar problems or work situations.
- Individuals with higher functional responsibility.
- Have relevant information or expertise.
- Are affected by or will carry out a decision
- People with a general interest in the meeting information or outcomes.
- Staff or support members who will be indirectly affected by the outcome.
- Might significantly prevent or interfere with the implementation of a decision Optional.
- Will make the final decision.

B – Roles : Group roles or functions are those leadership tasks that can be shared by several people at the meeting. The tasks can be designated ahead of time and announced at the meeting, or the leader can call for volunteers at the beginning of the meeting. Some suggested roles are:
- **Designated leader**: responsible for managing the meeting. - Timekeeper: keeps track of time and

reminds group of planned start and stop times for agenda items, and assists in maintaining meeting pace.

- **Recorder**: keeps a written record of the proceedings.
- **Chart person:** writes important discussion points, lists ideas, etc. on a chart to assist with focusing the group's attention.
- **Facilitator:** Assists the designated leader in accomplishing tasks and attending to group process, and may simultaneously fill the roles of timekeeper, chart person, and process observer.

c- Ground Rules : Ground rules are guidelines for desired behaviors that enhance the process of the meeting and assist in accomplishing its purpose (task). They are standards that help clarify expectations regarding participation and can be used to address counterproductive behavior. Some example ground rules are:

- Be creative.
- Hold questions until a person has finished speaking.
- One person talks at a time, without interruption - Stay on track - No side conversations.
- Communicate directly, honestly, and respectfully.
- Listen to the person who is talking.
- Limit contributions to five minutes It is a good idea to ask a group to suggest changes or additions to add to an initial listing of ground rules.

5 - Decide when to meet and when to end :

Hold important decision-making or problem-solving meetings when people have high energy, preferably in the

morning; avoid Monday mornings and Friday afternoons as much as possible

Decide what time the meeting is to begin and what time it is to end. Set meeting length according to the agenda items, energy needed, and time and logistical constraints (car pools, etc.). Remember, energy usually drops after two hours. Also, try not to exceed six hours, unless it is a meeting retreat with scheduled breaks.

Set the meeting date for a day when all essential people and information are available. Allow adequate time for attendees to prepare. Schedule 10-minute breaks at least every two hours.

6 - Determine logistics, equipment, and administrative matters, and notify participants :

- **Meeting location:** Choose a meeting room and facility that best supports your meeting purpose (task), desired outcomes, and activities. Favor a larger room for longer meetings, with movable chairs and tables, good ventilation, and lighting.
- **Room layout :** Plan your arrangement of tables and chairs.
- Equipment and supplies: Decide what audiovisual and other equipment you will need and supplies such as paper, markers, name tents, tape, etc.
- **Notification:** Inform participants with a "save the date" e-mail as early as possible so they can put it on
- **Refreshments:** Support participant energy by providing water, and if possible, low-sugar snacks (fresh fruit, cheese, crackers, etc.) and decaffeinated

drinks. While it is customary to provide coffee and pastries for a morning meeting and soda and cookies for an afternoon lift, too much caffeine and sugar can cause a subsequent **drop in energy.**

7- Complete the agenda :

Include an introduction at the beginning and a summary at the end, allowing five to 15 minutes for each. Include the desired result you want for each agenda topic. You may elect to ask participants to add agenda items, if they wish. Be sure to assess the amount of time required for each item and record it.

Write the agenda on a chart so all participants can see it during the meeting.
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8 - Communicate the agenda to participants :

Communicate the agenda to participants prior to the meeting As early as possible before the meeting date, send the written agenda to participants. A few days prior to the meeting, follow up with participants to confirm attendance, share expectations, etc.

9 - Set up the meeting room :

Set up the meeting room Arrange the meeting room to support accomplishing your desired outcomes and agenda activities. Vary the room layouts depending on the purpose of the meeting. Consider the following options:

- Seat people so they can see each other for information exchange meetings, problem solving, planning, or decision-making.
- Set up theater-style seating with a podium for one-way information meetings.
- Disperse people who have various roles around the group, particularly if the group is fairly large.
- Disperse powerful or high-level people around the group.
- Be sure all needed equipment is in place.
- Attend to ventilation, lighting, room temperature, and noise.
- Onsider equipment and comfort: Be sure projectors do not block vision.

◘ Effective Meetings Management :

For meetings to be effective, the process must be honest, open, and fair :

1 - Honest :

Honest means telling the truth. Here are some examples of honesty within the context of meetings:
- Taking everyone's input at face value.
- Posting desired meeting outcomes.
- Eliminating hidden agendas; topics are addressed openly.

2- Fair :

Being fair means several things. For example:

- Accommodating special access needs.
- Providing opportunities for people to participate in ways that work well for them. For instance, you can schedule

meetings at convenient times, acknowledging that the high school playoffs may be more important than your meeting.
- Being prepared to apply ground rules without bias.
- Making sure the people who are affected by your group's decisions help make those decisions.
- Making room for different learning and communication styles so everyone has a chance to participate.

3 - Open :

We have open public meetings in Oregon. It's the law. People need to be able to witness meetings, but too often this law has meant that anyone who wants to sit through a laboriously dull meeting, can. Check to find out whether your group is required to have open meetings.

The true spirit of open meetings is more, however. True openness means:

- There is a safe physical and intellectual environment for the exchange of ideas, with agreed-upon and enforced ground rules to protect people and ideas.
- The process is straightforward, understandable, and explained, both verbally and in writing.
- Participants understand their roles in the process.
- The only agenda is the one hanging on the wall.

◘ Easy Ways to Improve Meetings:

Although the honest - fair-open principle sounds great, most of us need more practical suggestions to make our meetings go more smoothly. Try the following ways to improve your meetings :

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1- Use a meeting manager :

      You have several options here. The idea is to have people with good meeting management skills run your meetings. Meeting managers are like traffic cops. They guide the process, not the content. And like the police, often their very presence encourages good behavior.

      For your regular meetings, try rotating the meeting manager role among group members who have these skills. The Role of the Meeting Manager are:

- Provide adequate room and seating arrangement.
- Meet at a convenient location and time.

- Ensure that the meeting proceeds in an orderly manner so that it leads to useful results (follow the agenda).
- Encourage everyone to participate.

- Provide necessary materials.
-Foster a dialogue among the participants, don_t be the focus of the meeting.
- Maintain an open and balanced conversation.
- Encourage participants to communicate in a way that builds respect, clarity, and understanding.
- Protect individuals and their ideas from attack.
- Coordinate pre- and post-meeting logistics.
- Provide refreshments, if appropriate.
- Suggest alternative methods and procedures.
- Build bridges by reconciling differences of style and opinion.
- Create and maintain a group memory.
-Help the group find mutual gain solutions.
- Summarize and highlight areas of agreement and disagreement
- Have participants evaluate the meeting.

- Ask bridging questions -- ask participants how to satisfy
  their interests and the interests of the other people.
-Pursue a _no surprises_ policy; talk with most, if not all,
  participants between each meeting.
- Focus the energy of the group on a common task.

2 - Have an agenda and use it :

A written agenda can make a huge difference in the success of your meeting, especially if you use it.

Use an agenda to shape the substance and flow of the meeting.The agenda is one of the most important tools in effective meeting management. An agenda should specify at least the following matters:

a- The location of the meeting.

b- The time the meeting will begin and end.

c- A list of those expected to attend.

d- Clarify each topic to be addressed, including:

-The purpose and goal of the topic discussion (exchange information, explore issue, reach a decision, etc.).
- Estimate the time needed to address each item.
- Identify the materials or presentations needed for each agenda item.
- Incorporate introductions and some type of focusing exercise at the beginning of the meeting.
- Make -review of agenda- the second item.
- Determine the priority of each item (order according to sequence; difficulty/ease of reaching agreement; short/long discussion; complicated/easy items).
- Develop a tentative process to handle each agenda item.

e- Carefully consider the order in which the topics will be discussed:
  - consider whether some topics should be grouped to accommodate resource persons who are attending only to address specific issues.
  - address and dispose of administrative matters early.
  - consider how each topic is related to other topics and whether some provide the basis for more informed discussion of others.

f-Schedule future meetings before participants begin to leave.

3 - Make sure everything you do works directly toward your mission :

Unless your group structure is an organic network, think twice before spinning off onto new projects and expanding your mission. Usually, volunteer committees barely have enough time to get the essentials done. Think about what you're supposed to be focusing your time and energy on.

4 - Start on time so you can finish on time, and Know how decisions will be made :

Focuses on decision making, but it's important enough to be mentioned more than once. Whatever your group's decision making process, make sure everyone knows and understands it.

5 - Accommodate different learning and communication styles :

People perceive and take in information in different ways. Some people process information verbally, and

most meetings cater to these people. Other people don't say a word at meetings.

In the past, it was assumed that these people were shy or didn't have anything to contribute. Now we know this assumption is wrong. Approximately half of the United States population is comprised of people who process information internally, mulling it over before speaking. With just minor changes to the meeting structure, you can create opportunities for everyone to participate.

6 - Have agreed-upon ground rules for behavior, and use them :

You probably don't play a new game without learning the rules. To minimize hurt feelings, misunderstandings, and wasted time, decide up front what your group's operating principles will be. One quick way to get to the basics is to ask each member to finish this sentence, "At this meeting, all rules can be broken except this one. . . ." Post these rules at every meeting.

7 - Document your agreements :

Does this scenario sound familiar? You've been hashing out a complex situation for an inordinate amount of time, the meeting has
gone on far too long, and everyone's worn down.
Somebody jumps up and says, "Hey, all we need to do is. . . ." Everyone agrees it's a
great idea, grabs their stuff and dashes out of the room. Later, nobody can agree on what it was they agreed to. Taking time to "agree on what you're agreeing to" is worth it.

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8 - Go slow to go fast :

Has the following situation ever happened in your group? You're brainstorming solutions when, all of a sudden, part of the group jumps on one idea, obviously deciding it's the one they want, effectively stopping the whole brainstorming process. We often race to a solution without being clear about what the problem really is.

9 - Use wall notes for group memory :

Wall notes—chalkboards, butcher paper, flipcharts—are great visual tools. They help group members focus more on the issues than on each other. People can keep on track. To make it easier to use wall notes, set up your meeting room in a "U" shape with the wall note space at the open end of the U.

10 - Evaluate, evaluate, evaluate :
Your group regularly measures its progress in attaining its content goals. You also should evaluate your process, especially when
you're changing to a new way of conducting meetings. After all, how will you know that the meeting's been successful?

◘ Chapter 4 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 (1) The four elements of …………..are:

    (a) ………………   (b) …………….

    (c) ………………   (d) ……………

Group (4): Briefly discuss:
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   (a)Translate into Englisg :

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Group(6) : Briefly discuss:

Chapter 5

Time Management

The nature of Time.

The Benefits of Time Management.

The term Time Management.

◘ The nature of Time :

Time is finite. We have only so many hours available in a day to live our lives, accomplish the tasks that we need to accomplish, and enjoy our lives.

Each day has 24 hours, and each week has 168 hours (24 hours per day X 7 days per week). Analyze how much time you spend in an average week on sleep, meals, chores, exercise, transportation, work, family responsibilities, classes and studying.

Besides that, much like money, time is both valuable and limited: it must be protected, used wisely, and budgeted.

◘ The Benefits of Time Management :

Every minute we waste in frustration over a task that seems overwhelming is a minute subtracted from the time we've allotted to enjoy life.

Even our jobs should provide us with pleasures- a sense of accomplishment, the gratification of recognition for a job well done, and financial rewards, too-that enable us to enjoy our personal lives even more. It can be done. Less stress, more confidence, reduced frustration, greater fulfillment- these are all benefits that flow from leading a time-managed life.

Our hope is that Time Management will help you achieve all these things and more. The primary benefit to you, as you read and absorb the lessons here, will be an increase in your on-the-job productivity.

Management is designed to provide you with far more than that. It's intended to assist you, as well, in helping your frontline staff refine their own time-management skills, in making their jobs easier, and in making them more productive. Even more, it will help you to apply the skills you learn to your life outside the

workplace-to your home, your relationships with family and friends-in short, to your life in general.

People who practice good time management techniques often find that they:

- Have more energy for things they need to accomplish.
- Relate more positively to others.
- Are more productive.
- Feel less stressed.
- Get more things done.
- Feel better about themselves.
- Are able to do the things they want

◘ The term Time Management :

The term Time Management is a misnomer. You cannot manage time; you manage the events in your life in relation to time. You may often wish for more time but you only get 24 hours, 1,440 minutes or 86,400 seconds each day.

How you use that time depends on skills learned through selfanalysis, planning, evaluation, and self-control.

◘ Strategies for better Time Management :

Finding a time management strategy that works best for you depends on your personality, ability to selfmotivate and level of selfdiscipline. By incorporating some, or all of the ten strategies below, you can more effectively manage your time.

1 - Avoid Multi-tasking :

Fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity. Routine multi-tasking may lead to difficulty in concentrating and maintaining focus when needed.

2 - Get Organized :

Most people find that disorganization results in poor time management. Professional organizers recommend that you first get rid of the clutter. A frequently used method is to set up three boxes (or corners of a room) labeled "Keep" - "Give Away" -"Toss." Separate the clutter by sorting items into these boxes.

Immediately discard items in your "Toss" box. Your "Give Away" box may include items you want to sell, delegate, or discontinue so find a method to eliminate these items such as a yard sale, charitable donation, or gifts to friends or family members outside your home. With the clutter gone, the next step is to implement a system that allows you to handle information (e.g., tasks, papers, e-mail, etc.) less, only once, when possible.

3 - Know How You Spend Your Time :

Keeping a time log is a helpful way to determine how you are using your time:

- Start by recording what you are doing for 40-minute intervals for a week or two.
- Evaluate the results.
- Ask if you did everything that was needed; determine which tasks require the most time; determine the time of

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day when you are most productive; and analyze where most of your time is devoted - job, family, personal, recreation, etc.
- Identifying your most time-consuming tasks and determining whether you are investing your time in the most important activities can help you to determine a course of action.

In addition, having a good sense of the amount of time required for routine tasks can help you be more realistic in planning and estimating how much time is available for other activities.

4 - Set Priorities :

Prioritized To Do Lists are fundamentally important to efficient work. If you use To Do Lists, you will ensure that:
- Doing the most important things first.
- You remember to carry out all necessary tasks.
- You do not get stressed by large volumes of unimportant jobs.
- That you tackle the most important jobs first, and do not waste time on trivial tasks.

To draw up a Prioritized To Do List, list all the tasks you must carry out. Mark the importance of the task next to it, with a priority from A (very important) to F (unimportant). Redraft the list into this order of importance.

Now carry out the jobs at the top of the list first. These are the most important, most beneficial tasks to complete.

5- Use a Planning Tool :

The tools we will discuss are:
-Finding out how much your time is worth.

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- Checking how you really spend your time - Activity Logs.

- Costing Your Time.
- Always record your information on the tool itself. Jotting notes elsewhere that have to be transferred later is inefficient.
- Making sure you concentrate on the right things.
- Planning to solve a problem - Action Plans.
- Deciding Work Priorities.
- Review your planning tool daily.
- ackling the right tasks first - Prioritized To Do Lists.
- Deciding what your personal priorities should be - Personal Goal Setting.

6 - Stay Healthy :

Poor time management can result in fatigue, moodiness, and more frequent illness. To reduce stress, you should reward yourself for a time management success.

Learn to manage time according to your biological clock by scheduling priority tasks during your peak time of day, the time your energy level and concentration are at their best.

Scheduling time to relax, or do nothing, can help you rejuvenate both physically and entally, enabling you to accomplish tasks more quickly and easily.

7- Schedule Your Time Appropriately :

Good scheduling requires that you know yourself. Using your time log, you should have determined those times during the day when you are most productive and

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alert. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions.

Even the busiest people find time for what they want to do and feel is important. Scheduling is not just recording what you have to do meetings and appointments), it is also making a time commitment to the things you want to do.

8 - Delegate: Get Help from Others :

Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise.

Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them. You need to select someone with the appropriate skills, experience, interest, and authority needed to accomplish the task..

9 - Stop Procrastinating :
- Set aside a specific time to view and respond to your mail and e-mail, but don't let it accumulate to the point that it becomes overwhelming to sort.
- Handle each item only once, if possible. Practice the options for dealing with clutter listed earlier.
- Set aside times of the day for receiving calls and let others know when you are available.
- Prepare an agenda and stick to it. Use a timed agenda, if necessary.
- Keep phone numbers readily available near the telephone.
- Sort mail near a garbage can and delete junk e-mail immediately from your electronic mailbox.
- Turn off instant messaging features on e-mail.

- Know the purpose of the meeting in advance.
- Establish a master calendar for each family member to post their time commitments.
- Make each family member responsible for consulting the master calendar for potential conflicts.
- Create a central area for posting communications such as appointment reminders, announcements, and messages.
- Arrive on time.
- Start and end the meeting on time.
- Answer written messages by responding on the margins or bottom of the page.
- Don't schedule meetings unless they are necessary and have a specific purpose or agenda.
- Avoid small talk. Stay focused on the reason for the call.
- Stand up while you talk on the phone. You are more likely to keep the conversation brief.
- Take any necessary action immediately following the call.
- Establish blocks of time when you are available for visits.
- Tell the visitor politely that you cannot meet with them at this time and schedule the visit for a more convenient time.
- Set a mutually agreeable time limit for the visit.
- When someone comes to the door, stand up and have your meeting standing.
- Use voice mail and set aside time to return calls.

10 - Manage External Time Wasters :

Your time may be impacted by external factors imposed by other people and things. You can decrease or

eliminate time spent in these activities by implementing some simple tips listed below :

- Recent psychological studies have shown that multi-tasking does not actually save time.
- You lose time when switching from one task to another, resulting in a loss of productivity.

◘ Chapter 5 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 (1) The four elements of …………..are:
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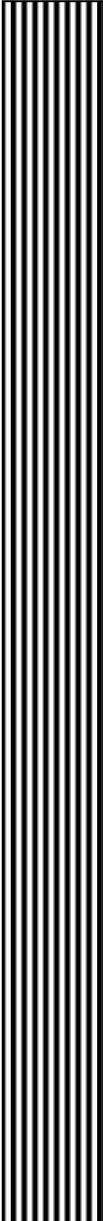
Chapter 6

Negotiation Skills

What is negotiation?.

Advantages of Negotiation.

Elements of Principled Negotiation.

Negotiation Approaches.

◪ What is negotiation? :

Starting with a definition may seem 'academic' but it highlights some key points about negotiation that provide some preliminary but important practical insights.
Negotiation is a process where two parties with differences which they need to resolve are trying to reach agreement through exploring for options and exchanging offers – and an agreement.

Firstly : Negotiation is a Process : a sequence of activities, perhaps with an underlying pattern. It is not a single event - choices are made along the way. It is not mechanical or deterministic- the choices negotiators make

affect how agreement is achieved and what the agreement will be. The process of negotiation and how to manage it effectively.

Secondly : We Need Two Parties for a Negotiation : Having more than two parties does not alter the fundamental duality of the process.

Thirdly : There Must be Differences : If there are no differences there is no need to negotiate and because there are differences, we can expect some conflict and competition.

Fourtly :The Parties Must Need to Resolve Their Differences : It is this need that generates cooperation between the parties. The need to settle their differences also helps negotiators understand their power.

Here are some other ways to think about negotiation:

- Negotiation refers to the process we use to satisfy our needs when someone else controls what we are seeking. Other words sometimes used to describe negotiation are: bargaining, exchanging, and haggling.
- Negotiation has traditionally been thought of as the process of attempting to satisfy your wants, by giving up something you now have in exchange for something else you want.
- Negotiation is, simply stated, formalized discussion between two parties or organizations.

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- Negotiation and conflict are closely related. Sometimes we negotiate to avoid conflict. Other times, we use negotiation to resolve conflict.
- Negotiation applies to everyday exchanges in business or personal life where agreement is reached over buying and selling, exchanging services or property, resolving differences, or engaging in mutually desirable projects.

◘ Advantages of Negotiation :

The advantages of negotiation include :

- It is flexible and not prescriptive.
- It is a relatively expedient method of obtaining a value-formoney solution.
- It is useful when the requirement is difficult to specify.
-It is relatively inexpensive to undertake.
- It is a useful method of maintaining value for money in a single source situation i.e. where there is no real competition.

◘ Elements of Principled Negotiation :

Incorporating and extending upon previous literature on integrative bargaining, there is approach to integrative bargaining with call the "seven essential elements" of principled negotiation: interests, people, options, alternatives, Communication, criteria/legitimacy, and commitments. These elements are explored in the following :

1 - Identifying interests :

the first step in principled negotiations is to identify the interests involved in an issue area as opposed to dealing with positions of the negotiating parties. Positions represent the stated stances and objectives of the negotiating parties, and are the focus of distributive bargaining whereas interests are the underlying reasons that explain people's positions.

Interests may be harder to identify than positions and may be unspoken or even hidden behind a party's stated demand or position. Often parties may not have carefully defined their own underlying interests in a particular issue for themselves.

2- People :

One element of integrative strategies involves People who, just like themselves, are subject to the human frailties such as emotions, potentials for misunderstandings and mistaken assumptions. Another rule for the principled negotiator is therefore to separate the people from the problem. This means finding a way for solving a problem without getting distracted by personal elements, and coming to an agreement in a manner that will preserve the relationship.

The better the relationship, the more cooperation each side will get from the other, the more information can be shared comfortably, and the higher the prospects for arriving at a win.

To help build relationships, recommend considering the use of tactics that can help negotiators to get to know the other party. This may include findingways to meet informally, arriving early to chat or staying on after formal negotiations end.

3- Identifying the options :

In negotiations, options are possible solutions to a problem shared by two or more parties. In integrative bargaining, options represent possible ways of meeting as many of both parties' interests as possible.

Because the process of identifying options, or possible solutions to a problem, promotes creative thinking and expands problem-solving capabilities, it is as critical to the negotiation process as identifying underlying interests.

Generating options through techniques such as brainstorming-a technique which involves inviting all parties to list any idea that comes to mind ithout criticizing or dismissing those ideas - helps to encourage creative thinking about a problem and increases the chances that the parties involved will formulate a "win-win" solution.

4 - Alternatives :

In order to set realistic goals, negotiators must start by considering certain fundamental questions: where will each side be if no agreement is reached? What alternative solutions are available for meeting your goals if you cannot count on the cooperation of the other side?.

To do so, parties begin by making a list of the alternatives available if an agreement is not reached. Negotiators should also take the time to understand and anticipate the "Best Alternative to a Negotiated Agreement (BATNA)" of the other side, consider the options available given the two sets of BATNAs, develop a plan for implementing them and then choose the best of these developed alternatives. Negotiators who fail to evaluate (and reevaluate) their alternatives to an agreement both before and during the process may therefore also be in danger of rushing to an agreement without having fully considered their or the other party's alternatives, leading one side to end up with a deal that should have been rejected.

5 – Communication :

Negotiation is only possible through communication. Good communication can change attitudes, prevent or overcome deadlock and misunderstandings and help to improve relationships.

Still, negotiators are frequently hampered in their roles by common communicational errors or inefficiencies. Listening provides important information about the other side and demonstrates that you are being attentive to the other side's thoughts, and respectful of their concerns.

Moreover, good communication skills are essential to cogently relay your message, and to thoroughly understand the message of the other side.

Even when communication skills are good, communication problems can still arise. Negative emotions can cloud a negotiator's ability to communicate effectively. In addition, the existence of an audience to a negotiation - be it a constituency, a superior, or a mediator, can all influence communication style and efficiency.

To improve communication skills, this means listening "not to phrase a response, but to understand [the other party] as they see themselves. Asking questions, paraphrasing without necessarily agreeing, and constantly acknowledging what is or is not said are good ways to demonstrate that you are listening actively.

6 – Criteria / Legitimacy :

Agreements that are concluded in this manner may prove tenuous to implement if parties later conclude that the agreement called for a solution without legitimacy.

This involves invoking objective criteria as part of the negotiation process. In negotiations, parties often turn to arenas such as precedent, scientific judgment, professional standards, efficiency, costs, moral standards, equal treatment, tradition or reciprocity as plausible criteria for decision making.

Negotiations conducted in this manner become more efficient. Rather than spending their time attacking one another's positions, negotiators can focus their energies on analysis and problem solving and stand a greater chance of

crafting agreements that parties will view as legitimate as time goes on.

Moreover, By framing negotiations as a decision making process based upon objective criteria, negotiators free themselves and the other side from needing to cling to a position stubbornly in order not to appear (or feel) weak or disingenuous. Whether negotiators chose fair standards or fair procedures, the essential

7 - Commitments :

Another element of integrative strategies involves Commitments. A negotiated settlement is only enduring if all parties honor the commitments that they make.

During the negotiating process, parties should think carefully about the kind of commitments they should be prepared to make. Are they capable of honoring them? How broad should commitments be? When will each party be expected to make good on their promises? One way to build trust is to create a commitment structure that can be implemented in stages.

Parties may be more willing to make a deal with an opponent when there is an opportunity to demonstrate that each side is honoring their commitments along the way.

Once trust is broken, how can parties recover? Gestures are one way through which a party who has lost integrity with another party due to past bad-faith actions may begin to compensate for earlier grievances.

◘ Negotiation Approaches :

It is important to acknowledge, however, that in practice most negotiators use a combination of approaches and borrow from all kind of schools of thoughts during a negotiation.

Theorists differ on the question of how to categorize the main schools of thought in negotiation. They describes the main schools of thought in negotiation theory as corresponding to four approaches to negotiation :

1 - Structural Approach :

In structural approaches to negotiation theory, analysts tend to define negotiations as conflict scenarios between opponents who maintain incompatible goals.

Structural approaches to negotiation find "explanations of outcomes in patterns of relationships between parties or their goals". They can be deterministic in that they often view outcomes as a priori once structural factors are understood.

Moreover, Structural approaches to negotiations consider negotiated outcomes to be a function of the characteristics or structural features that define each particular negotiation. These characteristics may include features such as the number of parties and issues involved in the negotiation and the composition (whether each side is monolithic or comprises many groups) or relative power of the competing parties.

2 - Behavioral Approach :

The behavioral approach derives from psychological and experimental traditions but also from centuries-old diplomatic treaties.

Behavioral approaches emphasize the role negotiators' personalities or individual characteristics play in determining the course and outcome of negotiated agreements.

3 - Concession Exchange (Processual) Approach :

This approach (the processual approach) looks at negotiation "as a learning process in which parties react to each others' concession behavior".

From the perspective negotiations consist of a series of concessions. The concessions mark stages in negotiations. They are used by parties to both signal their own intentions and to encourage movement in their opponent's position. Parties "use their bids both to respond to the previous counteroffer and to influence the next one; the offers themselves become an exercise in power".

4 - Integrative Approach :

The integrative approach to negotiations has roots in international relations, political theory, research on labor disputes and social decision-making.

Integrative approaches use objective criteria, look to create conditions of mutual gain, and emphasize the importance of exchanging information between parties and group problem-solving.

Because integrative approaches emphasize problem solving, cooperation, joint decisionmaking and mutual gains, integrative strategies call for participants to work jointly to create win-win solutions.

5 - Strategic Approach :

It is helpful to say a word here about strategies and tactics and how they fit into the various schools. A strategy is "a careful plan or method, especially for achieving an end." Whereas the use of Tactics refers to "the skill of using available means" to reach that end, or series of maneuvers for obtaining a specific goal or result".

Strategic approaches to negotiation have roots in mathematics, decision theory and rational choice theory, and also benefit from major contributions from the area of economics, biology, and conflict analysis.

◘ Improve Negotiation Skills :

1 - Power is in the head : If you feel powerful, you are powerful and you will behave accordingly. If you feel weak, the reverse applies. If power is about perceptions and feelings, you can manage it and control it.

2 - Keep all the balls in the air until the End : However tempting, avoid settling issues as you go, especially what seem to be the minor ones. The risk is that you discard your levers and the negotiation comes down to a single-

issue confrontation (typically, on price) with no other issues available to help break the deadlock. You need to be able to juggle all the issues so that you can bring any of them back into play at any time until the whole deal is concluded. Until the end, settle issues provisionally.

3 - Win/Win is not 50:50 : We're all encouraged to aim for Win/Win. A Win/Win outcome is certainly not a case of splitting the difference or feeling awkward about representing our interests.

4 - Logic is not persuasive : Skilled negotiators know it too. They don't browbeat the other party or use long chains of logical argument. They have only one or two key reasons for any particular position they adopt. They do however prepare lots of smart questions to probe the other side's stance. Their objective is to create doubt in the validity of that stance - the first step in persuasion. They accomplish the second step - creating movement - by offering flexible trades and using their levers.

5 - Never concede, always trade : Effective negotiation involves movement by both parties towards an outcome. Avoid 'giving' something without 'getting' something in return. When you need to move from any stated position, make a conditional offer, such as: "I might be able to move on X, if you are prepared to move on Y". This is particularly important towards the end. The seductive sight of a deal can seduce the unwary into unilateral oncessions.

6 - Identify and use your levers : A lever is something that costs you less than the value the other party places upon it. It can therefore be traded for something you value. Comparing the priorities - yours and theirs - on each negotiable issue identifies those levers. Linking issues and obeying.

7 - 'No deal' is better than a bad deal : Obvious, isn't it? But not so obvious when the deal has been in the sales forecast for months, it seems tantalisingly close and all that's
required to close it is a few final concessions. Because they're clear
about their 'worst' position and have a credible fallback, skilled negotiators recognise a bad deal and aren't afraid to walk away from it.

8 - Prepare and plan with great care : Skilled negotiators do a number of things before a negotiation :

- They spend time identifying the 'common ground' and planning how to use it in the negotiation.
- They develop a credible 'fallback' or 'BATNA' (Best alternative to a negotiated agreement). This is not the worst case they will accept. Rather, it describes what they will do if this particular negotiation fails entirely. A good fallback prevents them feeling that they must do a deal at all costs.
- They identify as many negotiable issues as possible, prioritise them and develop a negotiating range for each from 'best',   through 'target', to 'worst'. They also calculate the cost of any concessions for each to avoid impulsive and expensive mistakes in the heat of battle.

- They repeat the whole process, this time trying to think as the other party.

9 - Don't just cut the pie, grow it : A good deal is a creative deal. It creates additional value to whatever the two parties bring to the table. Ideally, that additional value is created at the expense of a third party; for example, the competition or the taxman! When planning, skilled negotiators generate a wide range of options in considering how each negotiable issue might be settled. They look 'outside the deal' for extra value.

10 - Develop your behavioural skills : Preparing and planning are fine, but we all face impromptu negotiations with no time for either. When this happens, all we have to fall back on are our own personal negotiating skills.Our research shows that the stereotypical image of the effective negotiator as a hard-faced and intractable character is incorrect. Skilled negotiators have wide behavioural repertoires and the flexibility to match their behaviour to suit the situation. Developing this behavioural flexibility is a key element in our Negotiation Skills methodology and one you won't find anywhere else. As we say, "Change behaviour. Change results".

�«» Chapter6 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 (1) The four elements of …………..are:

        (a) ………………   (b) …………….

        (c) ………………   (d) ……………

Group (4): Briefly discuss:

Group (5): Translatation :

    (a)Translate into Englisg :

    (b)Translate into Arabic:

Group(6) : Briefly discuss:

إبدا العمل من غلاف الكتاب والمقدمة واستمر حتى هنا، ثم توقف ولا تبدأ فى الفصل السابع.
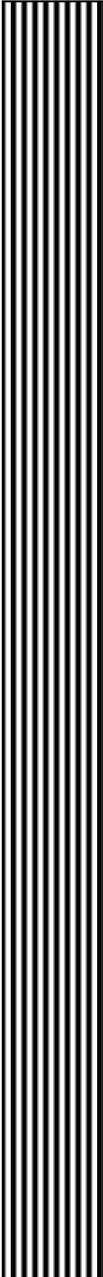
Chapter 7

Conflict Management

The Nature of Conflict.

Sources of conflict Conflict.

Strategies for Managing Conflict.

Conflict Resolution Continuum.

◘ The Nature of Conflict :

Today's climate of constraint and competition has a way of increasing tension and reducing the energy available to work on the mission, goals and objectives of an organisation. Delivery of programs and services suffer, as organisations become concerned with survival.

Tensions and conflicts tend to build up in a climate of constraint, with unrealistic expectations and inadequate resources, i.e., the "do more with less" syndrome.

Conflict is a situation in which an action of one person prevents, obstructs, or interferes with the actions of another person.

Moreover, "Pure" conflict defined as the existence of competing interests between parties in absence of interests that are shared, is an anomaly in international

relations where the defining feature of the relationship between states is mutual dependence.

Conflict isn't always negative; conflict is inevitable, natural, and even healthy whenever people work together. Conflict can be an effective means for everyone to grow, learn, and become more productive and satisfied in the workplace. What is unhealthy, however, is unresolved conflict that is allowed to fester and become a hindrance to an otherwise productive team. Common causes of conflict include employee competition; differences in objectives, values, or perceptions; disagreements about roles, work activities, or individual styles, and breakdowns in communication.

Conflict should be looked upon as an opportunity. When conflict is identified early, managers can prevent small issues from escalating into major, long-term wars in the workplace.

As in personal life, conflict in organisations is a normal thing. It is nothing to be ashamed of or embarrassed   about - in fact, conflict contributes to the health of organisations, workplaces and community.

Conflict is taking energy away from effective leadership and management of the organisation.

Conflicts will develop.Cultural differences play a significant role here. Personal and cultural values have an impact on both perception of conflicts and the methods used to solve them. Certain approaches or techniques do not always work, nor do they work in every culture. Conflict is a fact of everyday work-life, yet they often produce anxiety.

Too often, conflict is seen as negative, something to be avoided. This is not true - it can be both destructive and constructive :

1 - Conflict is Destructive :

When it diverts energy, polarizes groups and deepens differences, parties take 'either - or' positions, believing their way is right and develop negative feelings toward each other Conflict is neither good nor bad. It is part of human nature and to be expected when humans interact.

2 - Conflict is Constructive :

When it results in clarification, serves as a release to pent-up emotions and stress; when parties understand each others needs, and use the conflict to build cooperation and trust Conflict can provide opportunities to learn new skills, develop problem-solving abilities, and infuse energy.

If unresolved, conflict grows, so it is important to recognize symptoms and address a conflict early - before it becomes destructive. Initially, people begin to consider that there may be differences of opinion on an issue.

If the conflict is not open for discussion, people will discuss it in informal situations, building mis-information, positions and factions. It is critical that the conflict is dealt with openly and fairly before

emotions get too high and people too entrenched in their positions.

Some key messages about conflict are:
- Conflict is neither good nor bad.
- Conflict is inevitable.
- Conflict does not have to result in winners and losers.
- In conflict both parties tend to believe that their opinion is fact.
- Too often both parties see themselves as innocent victims who represent the side of truth and fairness.
- Too often both parties perceive all destructive acts carried out by others completely blind to identical acts carried out by self or those on 'my' side.

◪ Sources of conflict Conflict :

It is important to define the source of the conflict before deciding how to resolve it. Resolving is not always easy. Parties can sabotage efforts and cause conflict to escalate. Analysing conflict is an important step before deciding on the strategy for resolving the conflict.

Conflicts have various sources, such as: material goods, principles, territory, communication, policies, process and/or personalities. We can categorise them as instrumental conflicts, conflicts of interest, and personal/relational conflicts :

1- Personal / relational conflicts : These are about questions of identity and self-image, and important aspects in relationships. Relational conflicts may center on loyalty, breach of confidence, lack of respect, or betrayal of friendship.

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2- Conflicts of interest : concern the distribution of means such as money, time, staff, and space, or concern factors that are important for the distribution of these means, such as importance, ownership, competence and expertise.

3- Instrumental conflicts : concern goals, means, procedures and structures.

◘ Strategies for Managing Conflict :

To manage conflict, a manager must analyze the conflict situation to determine the cause and severity, and then develop a strategy for action.

Different situations require different strategies. The usefulness of each strategy depends on context, issue, goals trying to achieve, and the relationship between parties.

The five strategies of Resolving Conflict are :

1- Power or Compete (FIGHT) :

Forcing - The task is important but not the relationship - use all your energy to get the task done.

- **What Happens When Used :** One's power, position or strength settles the conflict. I'm OK, you're not OK.

- **Appropriate to Use When :** When power comes with position of authority and this method has been agreed upon.

- **Inappropriate to Use When :** Losers are powerless to express themselves; their concerns.

2 - Compromise or Negotiation :

Compromise - both task and relationship are important but there is a lack of time - you both gain and lose something.

- **What Happens When Used :** Each party gives up something in order to meet midway, often leaving both parties dissatisfied we're both sort of OK.

- **Appropriate to Use When :** Solution becomes so watered down that commitment by both parties is doubtful.
- **Inappropriate to Use When:** Solution becomes so watered down that commitment by both parties is doubtful.

3 - Collaboration (FACE) :

Collaboration-mutual problem solving.

- **What Happens When Used :** Mutual respect and agreement to work together to resolve results in I'm OK, You're OK.

- **Appropriate to Use When :** Time is available; parties committed to working together as we versus the problem, not we-they.

- **Inappropriate to Use When :** Time, commitment and ability are not present.

4 - Accommodating, Smoothing Over (FREEZE) :
Smoothing - The relationship is more important than the task. You want to be liked and accepted.

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- What Happens When Used : Differences are played down and surface harmony is maintained. you're OK, I'm not OK.

- Appropriate to Use When: Preservation of the relationship is more important at the moment

- Inappropriate to Use When: If smoothing over leads to evading the issue when others are ready to deal with it.

5 - Denial, Avoidance (FLIGHT) :

Avoidance - withdrawing from or ignoring conflict.

- What Happens When Used : People just avoid a conflict by denying its existence I'm not OK; you're not OK.

- Appropriate to Use When: Conflict is relatively unimportant, timing is wrong, a cooling off period is needed.

- Inappropriate to Use When: Conflict is important and will not disappear, but will continue to build.

◘ Conflict Resolution Continuum :

AL The evolution of a conflict usually starts with a difference of opinion. Open expression and discussion of differing opinions at that time can often diffuse the conflict. SSN

Understanding the conflict resolution continuum can assist individuals in understanding how important it is to address a conflict early - rather than letting in scalate.

If the conflict is left unattended, the conflict builds, factions may be formed, positions may become entrenched, and it becomes very difficult for the parties to resolve the conflict without external help.

Addressing conflict early allows the individuals involved in the conflict to control the outcome, and their own destiny.

The importance of addressing a conflict early cannot be overemphasized. Early action ensures more control and involvement by the parties affected by the conflict :

1- Negotiation :

Offers most control over the conflict and the outcome because the parties work together to resolve the conflict.Negotiation consists of discussions between two or more parties around specific issues for the purpose of reaching a mutually satisfactory agreement.

To reach an agreement, or to resolve a conflict or difference of opinion,the issue is not whether you negotiate, but rather how effective you are. Negotiation is a skill that can be improved with practice.

Successful negotiators do not try to 'win at all costs'. Win-win negotiation is an approach to negotiating that stresses common interests and goals. By working together parties can seek creative solutions and reach decisions in which all parties can win.

The Steps in Negotiating a Conflict are :

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a - Confront the opposition.
b - Define the conflict mutually.
c- Communicate feelings and positions.
d- Communicate cooperative intentions.
e- Take the other person's perspective.
f- Coordinate the motivation to negotiate.
g - Reach an agreement that is satisfactory to both sides.

2- mediation :

If the parties cannot work together to resolve the conflict, they may use mediation, a neutral third party who helps the conflicting parties.

The difference between negotiation (when the parties worked together to resolve the conflict) and mediation is a third party, the mediator, helps parties reach an agreement. Mediation brings people together to talk about their conflict and accept responsibility for finding a solution together.

The mediator does not resolve the conflict, but guides the parties to develop their own solution(s).

Mediation a voluntary process with an impartial third party helping disputing parties to reach a mutually beneficial agreement.

Thus, the roles of the mediator are : The mediator:

- Is an expert, who is helping people having a conflict to reduce their differences.
- Is impartial.
- Helps to clarify parties' statements and positions.

- Does not present his / her personal opinion.
- Listens to all opinions during the dispute.
- Compiles all information in a way that lead to success, if possible. - Writes a mutually acceptable agreement that is specific, measurable, attainable, realistic and timed. - Does not blame anyone, is neutral and objective.

Moreover, the characteristics of mediation are :

-The agreement is accepted by both parties, having been reached jointly. - Face-to-face discussions.
- The mediator helps each party understand the issue and the other parties' perspective.
- Each party has the same opportunities - to speak, to present facts and perceptions, to be heard. - Mediator is unbiased and does not have any decision making responsibility.
- Voluntary participation by all parties.
- All relevant information is shared.

Besides that, a successful mediator has specific skills:
- **Identification of controversial points:** state the obvious points of controversy as well as underlying emotions or needs. It is often difficult for conflicting parties to say these points.
- **Looking for facts:** have both parties describe the situation and ask open-ended questions that do not contain any judgment nor criticism.
- **Facilitate** the agreement by assisting parties in identifying solutions to controversial points, and prioritise for action.
- **Active Listening**: using both verbal skills and non-verbal behaviour to express her attention to what is

being said and showing that she understands the content.

- **Be able to reframe controversial points** : in such a way that the tension and blaming are reduced.

3 - Arbitration :

If mediation does not work, arbitration becomes the next option, an arbitrator is appointed to decide the outcome, thus taking the decision out of the hands of the conflicting parties.Arbitration using an independent third party to settle a dispute; third party determines a binding settlement.

4 – Adjudication :

If arbitration does not work, the final process for resolving the conflict is Adjudication, or the justice system, in which a judge or jury decides the outcome. Adjudication conflict is resolved using the justice system with judge and / or jury.

◘ Chapter7 Applications :

Group (1): Write (√), or (x):

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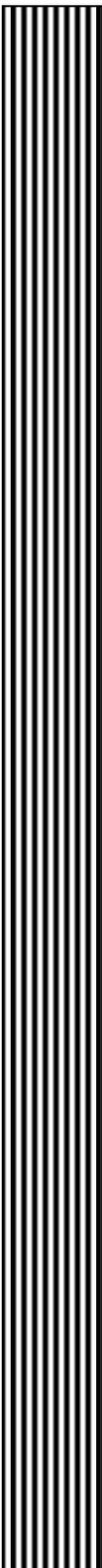
Chapter 8

Managing Change

Perface.

Dimensions of Organizations Change.

Types of Organizational Change.

Factors Affect Organizational Changes.

Steps in Planned Change.

Opposition to Organizational Changes.

Diagnosing the Need for Change.

Applications.

◘ Perface :

In just a few months, the technology that an organization uses on an everyday basis may be outdated and replaced.

That means an organization needs to be responsive to advances in the technological environment; its employees' work skills must evolve as technology evolves.

The changes one experiences are happening at faster and faster rates. As examples, the radio, TV, telephone, and microwave weren't even in use decades ago, and today these gadgets are commonplace, along with the computer, Internet, and fax machine.

Organizations that refuse to adapt are likely to be the ones that won't be around in a few short years.

If an organization wants to survive and prosper, its managers must continually innovate and adapt to new situations.

This is a time of unprecedented change in our society.

◘ Dimensions of Organizations Change :

Obviously, the more a manager can plan in anticipation of a change, the better she serves her subordinates and the organization. Diagnosing the causes of change and structuring a program to promote a smooth transition to the new process, structure, and so on, is critical to a manager's success.
Planning and managing change, both cultural and technological, is one of the most challenging elements of a manager's job.

Managers need to be aware that organizations change in a number of dimensions that often relate to one another. These dimensions include :

1 - Target of change :

Some changes are designed to influence top management and assist them in becoming stronger leaders.

Other change programs may involve basic learning, such as customer services techniques for lower level employees.

Organizational change programs can vary with respect to the hierarchical level or functional area of which the change is targeted.

2 - Degree of learning :

This dimension relates to the degree to which organizational members are actively involved in learning how to plan and implement change while helping solve an existing problem.

3- Extent of planning :

Although experts differ about how much change can be planned, managers still need to take steps to set up conditions that permit and even encourage change to occur.

4- Organization's structure :

- Is there a need for emphasis on policies, procedures, and rules? : Other organizations may suffer from lack of organization structure. They may need to emphasize policies, procedures, and rules.
- Is it very stiff and bureaucratic? : Some organizations are very stiff and bureaucratic and may need to "loosen up."

5- Degree of change :

Changes may be incremental (relatively small, involving fine-tuning processes and behaviors within just one system or level of the organization) or quantum (significant change altering how a company operates).

◘ Types of Organizational Change :

The last decade organizations has been fraught with restructurings, process enhancements, mergers, acquisitions, and layoffs—all in hopes of achieving revenue growth and increased profitability.

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Every organization goes through periods of transformation that can cause stress and uncertainty.

While the internal environment within the organization will increasingly inhibit it from delivering products required to meet the demands of the marketplace unless it is able to adapt quickly, the external environment (competitive, regulatory, and so on) will continue to play a role in an organization's ability to deliver goods and services, Businesses must develop improved production technologies, create new products desired in the marketplace, implement new administrative systems, and upgrade employees' skills.

Typically, the concept of organizational change is used to describe organization-wide change, as opposed to smaller changes such as adding a new person, modifying a program, and so on. Examples of organization-wide change might include a change in mission, restructuring operations (for example, restructuring to self-managed teams or due to layoffs), new technologies, mergers, or new programs such as Total Quality Management, re-engineering, and so on.

Managers should note that all changes should be implemented as part of a strategy to accomplish an overall goal; these transformations should not take place just for the sake of change.

Organizations that adapt successfully are both profitable and admired. To be successful, organizations must embrace many types of change.

Thus, when management implements changes, careful thought must be given to ensure that the new processes are for the long-term good of the company.

The major areas of changes in a company's internal environment include:

1 – Structural :

Almost all change in how an organization is managed falls under the category of structural change. A structural change may be as simple as implementing a no-smoking policy, or as involved as restructuring the company to meet the customer needs more effectively. Structural changes involve the hierarchy of authority, goals, structural characteristics, administrative procedures, and management systems.

Organizations often find it necessary to redesign the structure of the company due to influences from the external environment.

2 – Process - oriented :

Process-oriented change is often related to an organization's production process or how the organization assembles products or delivers services.

The adoption of robotics in a manufacturing plant or of laser-scanning checkout systems at supermarkets are examples of process-oriented changes.

Organizations may need to reengineer processes to achieve optimum workflow and productivity.

3 – People - centered :

This type of change alters the attitudes, behaviors, skills, or performance of employees in the company. Some people-centered changes may involve only incremental changes or small improvements in a process.

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For example, many organizations undergo leadership training that teaches managers how to communicate more openly with employees. Other programs may concentrate on team processes by teaching both managers and employees to work together more effectively to solve problems.

Changing peoplecentered processes involves communicating, motivating, leading, and interacting within groups.This focus may entail changing how problems are solved, the way employees learn new skills, and even the very nature of how employees perceive themselves, their jobs and the organization.

4- Strategic :

Sometimes in the course of normal business operation it is necessary for management to adjust the firm's strategy to achieve the goals of the company, or even to change the mission statement of the organization in response to demands of the external environments.

Adjusting a company's strategy may involve changing its fundamental approach to doing business: the markets it will target, the kinds of products it will sell, how they will be sold, its overall strategic orientation, the level of global activity, and its various partnerships and other joint-business arrangements.

�« Factors Affect 0rganizational Changes:

Managers must contend with all factors that affect their organizations.

The following lists internal and external environmental factors that can encourage organizational changes :

1 -The internal environment : is affected by the organization's management policies and styles, systems, and procedures, as well as employee attitudes.

2 -The external environment : is affected by political, social, technological, and economic stimuli outside of the organization that cause changes.

◘ Steps in Planned Change :

Once managers and an organization commit to planned change, they need
to create a logical step-by step approach in order to accomplish the objectives.

Planned change requires managers to follow an eight-step process for successful implementations :

1- Recognize the need for change :

Recognition of the need for change may occur at the top management level or in peripheral parts of the organization. The change may be due to either internal or external forces.

2- Develop the goals of the change :

Both problems and opportunities must be evaluated. Then it is important to define the needed changes in terms of products, technology, structure, and culture.

Before any action is taken, it is necessary to determine why the change is necessary.

3 - Select a change agent :

The change agent is the person who takes leadership responsibility to implement planned change.
The change agent must be alert to things that need revamping, open to good ideas, and supportive of the implementation of those ideas into actual practice.

4-Diagnose the current climate :

In this step, the change agent sets about gathering data about the climate of the organization in order to help employees prepare for change.

Preparing people for change requires direct and forceful feedback about the negatives of the present situation, as compared to the desired future state, and sensitizing people to the forces of change that exist in their environment.

5 - Select an implementation method :

This step requires a decision on the best way to bring about the change. Managers can make themselves more sensitive to pressures for change by using networks of people and organizations with different perspectives and views, visiting other organizations exposed to new ideas,

and using external standards of performance, such as competitor's progress.

6 - Develop a plan :

This step involves actually putting together the plan, or the "what" information. This phase also determines the when, where, and how of the plan. The plan is like a road map. It notes specific events and activities that must be timed and integrated to produce the change. It also delegates responsibility for each of the goals and objectives.

7 - Implement the plan :

After all the questions have been answered, the plan is put into operation. Once a change has begun, initial excitement can dissipate in the face of everyday problems. Managers can maintain the momentum for change by providing resources, developing new competencies and skills, reinforcing new behaviors, and building a support system for those initiating the change.

8 - Follow the plan and evaluate it :

During this step, managers must compare the actual results to the goals established. It is important to determine whether the goals were met, and a complete follow-up and evaluation of the results aids this determination. Change should produce positive results and not be undertaken for its own sake.

Keep in mind that a comprehensive model of planned change includes a set of activities that managers must engage in to manage the change process effectively.

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They must recognize the need for change, motivate change, develop political support, manage the transition, create a vision, , and sustain momentum during the change. For more on implementing change.

◘ Opposition to Organizational Changes :

A manager designs his or her change effort, and then faces the toughest step: the inevitable opposition.

History shows that workers have resisted some of the best-laid plans. A few may openly fight it. Many more may ignore or try to sabotage a manager's plan.
In the corporate world, most people, most of the time, resist change.

Why ? : These people believe that change has very little upside for them-in other words, that change is rarely for the better.

Here are some of the most common reasons employees resist change :
  _ Threats to vested interests
  _ Reaction against the way change is presented.
  _ Uncertainty and insecurity.
  _ Perceptual differences and lack of understanding.
  _ Cynicism and lack of trust.

To overcome resistance, managers can :

- Involve workers in the change process
  by communicating openly about changes. - Providing
  advance notice of an upcoming change.
- Reassuring workers that change will not affect their
  security.
- Exercising sensitivity to workers' concerns.

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In addition, managers are more likely to implement changes successfully if they avoid common pitfalls that cause changes to fail. Some of these pitfalls are as follows:
- Insufficient resources.
- Faulty thinking.
- Poor timing.
- Lack of commitment to change.
- A culture resistant to change.
- Inadequate change process.

◘ Diagnosing the Need for Change :

To plan change, managers must predict and diagnose the need for change.

An organizational development theory developed is helpful in change management, shows an organization as it evolves through the five stages of growth, and the end of each of these stages is marked by a crisis that calls for a change.

The five stages of growth are as follows:

1- Creativity :

AS the organization grows, management problems occur that cannot be handled through informal communication.

The founders find themselves burdened with unwanted management responsibilities, and conflicts between the employees and management grow.

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The founders of the organization dominate this stage, and the emphasis is on creating both a product and a market.

It is at this point that the crisis of leadership occurs, and the first revolutionary period begins.

2 – Direction :

During this period, a strong manager, who is acceptable to the founder and who can pull the organization together, is
appointed.

During this phase the new manager and key staff take most of the responsibility for instituting direction, while lower level supervisors are treated more as functional specialists than
autonomous decision-making managers.

Lower level managers begin to demand more autonomy, and the next revolutionary period begins.

3 – Delegation :

When an organization gets to the growth stage of delegation, it usually begins to develop a decentralized organization structure, which heightens motivation at the lower levels.

This stage often poses problems for top managers who have been successful at being directive: They may

find giving up responsibility difficult. Moreover, lower level managers generally are not accustomed to making decisions for themselves.

The crisis of control results in a return to centralization, which is now inappropriate and creates resentment and hostility among those who had been given freedom.

Eventually, the next crisis begins to evolve as the top managers sense that they are losing control over a highly diversified operation.

4 – Control :

This stage results in the next revolutionary period, the crisis of red tape. This crisis most often occurs when the organization has become too large and complex, and is managed through formal programs and rigid systems.
It is characterized by the use of formal systems for achieving greater coordination, with top management as the watchdog.

If the crisis of red tape is to be overcome, the organization must move to the next evolutionary phase.

5 - Collaboration :

The last phases emphasizes greater spontaneity in management action through teams and the skillful confrontation of interpersonal differences.

◘ Chapter8 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

 <u>(1) The four elements of …………..are:</u>
   (a) ………………   (b) …………….
   (c) ………………   (d) ……………

Group (4): Briefly discuss:

 Group (5): Translatation :

  (a)Translate into Englisg :

  (b)Translate into Arabic:

Group(6) : Briefly discuss:

Chapter 9

Teamwork

Perface.

Definition of a Teamwork.

Selecting Teamwork Members.

Cooperative Teamwork Skills.

The advantages of Teamwork.

Types of teamwork.

Roles Within Teamwork.

Teamwork Identity.

Teamwork Challenges and Problems.

Stages of Teamwork Development.

Teamwork Effectiveness.

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◘ Perface :

In the new world of business, many tasks are completed through teamwork, but very few teams work all that well.

The traditional workplace, with its emphasis on internal competition and individual star performers, is undergoing a transformation. Management experts and researchers suggest that a successful organization is characterized by effective teamwork and leadership rather than management.

Organizations are realizing the importance of developing teams that can work in a coordinated, efficient, and creative manner.

Interactions among employees can be characterized in three ways:

1 – Mobs :

Mobs have a unified purpose. Mobs of employees often form with the focused intent to challenge, malign, or even sabotage the established order.

Although many people think of mobs as chaotic, disorganized, and unstructured, they are actually very purposeful in their actions.

2 - Groups :

A group exists almost anywhere two or more people interact or coexist. A group does not have a unified purpose.

Many people mistakenly expect that simply working in close proximity to others is enough to allow an effective team to emerge.

3 - Team :

A team is composed of two or more people who interact regularly and coordinate their work to accomplish a mutual objective. Teams share a common goal.
The major difference between groups and teams centers around how work gets done.
Work teams share leadership roles, have both individual and mutual accountability, and create collective work products.
In contrast, Work groups emphasize individual work products, individual accountability, and even individual-centered leadership.
In other words, a team's performance is based on collective results-what two or more workers accomplish jointly, While a work group's performance is a function of what its members do as individuals.

◘ Definition of a Teamwork :

Teamwork is cooperative and coordinated efforts by a group acting together in an atmosphere of voluntary trust and accountability to achieve a common goal.

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Teamwork is composed of people who have a variety of emotional and social needs which the team can either frustrate or help to meet.

Teamwork indifference - failing to take action to promote good teamwork - is a strategy likely to result in mediocre performance.

When you think about it, teamwork is a distinct form of group behavior. When people work together as a team, they surrender some measure of personal ego and self-interest for the pursuit of common goals and collective success.

Thus, teams work are groups of people with complementary skills who are committed to a common purpose and hold themselves mutually accountable for its achievement.

Successful teams are characterised by a team spirit based around trust, mutual respect, helpfulness and - at best – friendliness.

◘ Selecting Teamwork Members :

In forming and managing a teamwork, it is important to consider not only individuals' technical skills, knowledge and experience but also their ability to co-ordinate actions and their interpersonal qualities.

In selecting potential members, it is important to look for people who willwork constructively with others and have a willingness to grow and develop within the team.

Preferably, Teamwork members will be selected who are able to :

- Commit to a shared goal.

- Listen and respond to others in an objective and productive way.
- Be open and honest with their ideas, concerns and values.
- Avoid carrying hidden agendas into team meetings.
- Take on different roles in the group in order to accomplish shared ends.

◘ Cooperative Teamwork Skills :

We identified the following categories of cooperative teamwork skills :

1 - Functioning Skills : Group Management Skills :

- Ask for Facts and Reasoning.
- Energize the Group.
- Give Direction to the Group's Work. (state assignment purpose, provide time limits, offer procedures).
- Describe Feelings When Appropriate.
- Share Ideas and Opinions.
- Encourage Everyone to Participate.
- Offer to Explain or Clarify.
- Paraphrase Other's Contributions.
- Ask for Help or Clarification.
- Express Support and Acceptance.

2 - Forming Skills : Initial Management Skills :

- Stay With the Group.
- Move Into Groups Quietly.
- No "Put-Downs".
- Take Turns.
- Use Names, Look at Speaker.
- Use Quiet Voices.

3 - Fermenting Skills ： Stimulate Cognitive Conflict and
Reasoning :
- Differentiate Ideas and Reasoning of Members.
- Criticize Ideas Without Criticizing People.
- Integrate Ideas into Single Positions.
- Probe by Asking In-depth Questions.
- Ask for Justification on Conclusions.
- Extend Answers.
- Generate Further Answers.
- Test Reality by Checking the Group's Work.

4 - Formulating Skills : Formal Methods for Processing
Materials:

- Seek Accuracy by Correcting/Adding to Summaries.
- Ask Others to Plan for Telling/Teaching Out Loud.
- Check Understanding by Demanding Vocalization.
- Help the Group Find Clever Ways to Remember.
- Summarize Out Loud Completely.

5 - Learning Cooperative Teamwork Skills :

- Practice the skill daily.
- Persevere until skill is automatic.
- Learn how to do it (T-chart - what does it look like, what
does it sound like).
- Observe and reflect to see the need to learn the skill.
- Reflect on, process, and refine use.

◘ The advantages of Teamwork :

Teamwork has many advantages:

- Problems are exposed to a greater diversity of knowledge, skill and experience.
- Ideally, they develop a distinct identity and work together in a co-ordinated and mutually supportive way to fulfil their goal or purpose.
- A greater variety of complex issues can be tackled by pooling expertise and resources.
- The approach boosts morale and ownership through participative decision making.
- Improvement opportunities that cross departmental or functional boundaries can be more easily Addressed.
- When properly managed and developed, teamwork improves processes and produces results quickly and economically through the free exchange of ideas, information, knowledge and data.
- Shared goals are most likely to be achieved through working together and pooling experience and expertise.
- Simply bringing people together does not necessarily ensure they will function effectively as a team or make appropriate decisions.
- Achieving its task-related objectives.
- The recommendations are more likely to be implemented than if they come from an individual.

◘ Types of teamwork :

There are three Types of teamwork , these are :

1 – Self - Directed Work Teams (Self-Managed) :

These teams work operate without managers and are responsible for complete work processes or segments that

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deliver products or services to external or internal customers.

Self-directed work teams are designed to give employees a feeling of "ownership" of a whole job. For example, at Tennessee Eastman, a division of Eastman Kodak Company, teams are responsible for whole product lines-including processing, lab work, and packaging.

2- Functional Teamwork (Vertical) :

Perform specific organizational functions and include members from several vertical levels of the hierarchy.

In other words, a functional teamwork is composed of a manager and his or her subordinates for a particular functional area. Accounting, personnel, and purchasing departments are examples of functional teams work.

3 – Cross - Functional Teamwork (Horizontal) :

These teams work are made up of experts in various specialties (or functions) working together on various organizational tasks.

Teamwork members come from such departments as research and development,

design, engineering, marketing, and distribution. These teamwork are often empowered to make decisions without the approval of management.

Although functional teams work are usually permanent, cross-functional teams are often temporary,

lasting for as little as a few months or as long as several years, depending on the group tasks being performed.

◘ Roles Within Teamwork :

Following many years' research on Teamwork, identified a set of eight roles, which, if all present in a team, give it the best chance of success. These roles are:

1 - The Team Worker :

- Disruption in the team.
- Operates against division.
- Particularly in times of stress and pressure.
- Like cement.

2 - The Resource Investigator :

- Goes outside the team to bring in ideas. - information and developments to it.
- They are the team's salesperson, diplomat, liaison officer and explorer.**2 -The Shaper :**
- Looking for pattern in discussions and practical considerations regarding the feasibility of the project. Can steamroller the team, but gets results.
- Gives shape to the team effort.

3 -The Plant :
- Is the source of original ideas.
- Suggestions and proposals that are usually original and radical.

4 - The Resource Investigator :

- Goes outside the team to bring in ideas. - information and developments to it.
- They are the team's salesperson, diplomat, liaison officer and explorer.

5 - The Finisher :
- maintains a permanent sense of urgency with relentless follow-through.

6- The Co - ordinator :
- Clarifies group objectives.
- Sets the agenda.
- Sums up and is decisive, but does not dominate discussions.
- Selects problems.
- Establishes priorities.

7 - The Implementer :
- Manageable tasks.
- Sorting out objectives.
- Turns decisions and strategies into defined.
- Pursuing them logically.

8 - The Monitor- Evaluator :
- Stops the team committing itself to a misguided task.
- Dispassionate analysis.
- Contributes a measured, through objectivity.

◘ Teamwork Identity :

How a teamwork behaves and what it achieves is a result of the collective behaviour of its members. It may be difficult to understand how a team works in detail.

However, it can be helpful to think of a teamwork as an amalgam of the personalities, abilities, values, motivations, loyalties and commitment of all members, together with the pressures and constraints placed on them by their task and organisational environments.

A key way to help individual members to work together is to encourage them to think of themselves as a unit with a clear identity, that accepts responsibility for,

or ownership of, the task at hand and in which the members hold each other accountable for delivering the solution. In turn, this will help to raise individuals' commitment to their common task.

Ideally, participants come to place the good of the teamwork before their own interests or ambitions, or those of their own organisation or discipline, while still recognising their continuing affiliations both within and outside the teamwork.

Often, changes to membership are at the discretion of those outside the teamwork and arise from commercial or project pressures.

Understandable though such changes are, sacrificing an established teamwork can generate additional downstream costs arising from :

- Bringing new teamwork members 'up to speed'.
- Dealing with any antagonism that results from the changes.
- Plugging gaps in expertise that can open up when team membership changes.

Practical steps to promote teamwork building and team identity : Encourage regular contact among teamwork members, particularly where they are drawn from different offices or organizations :

- Put a representative into each others' offices to co-ordinate and resolve problems.
- Arrange individual and/or group.
- Encourage information.
- Hold team-building lunches, awayday workshops or social events.
- visits to each others' offices, factories or sites.
- Co-locate teamwork members and teamwork Leader, ideally all in an open plan office.

◘ Teamwork Challenges and Problems :

The challenges and problems listed in the above reflection may have included the following:
- No clear focus or goal.
- Time wasted by off-task talk.
- Group meeting scheduling difficulties.
- lack of clear agenda, or hidden agendas.
- Members who don't show up for. meetings or who don't show up prepared.
- Members who want to do the entire. project because they don't trust others.
- Members not doing their fair share of the Work.
- Lack of commitment to the group's work.
- Ineffective or inappropriate decisions and decision-making processes by some members.
- Members who dominate the conversation.
- Suppression of conflict or unpleasant flareups among group members.
- Members who don't participate in the Conversation.

- Sub- groups excluding or ganging up on one or more members.

◘ Stages of Teamwork Development :

Teamwork develop through four sequential stages, which he labeled forming, storming, norming, performing:

The First Stage : Forming :

In the Forming (awareness) stage, feelings, weaknesses and mistakes are covered up and there is no shared understanding of what needs to be done. People show little care for others' values and views.

During the forming stage, team members not only get to know each other but also familiarize themselves with their task and with other individuals interested in the project, such as supervisors.

At the end of the forming stage, team members should know the following :

- Each member's project responsibilities.
- The main phases of the mission.
- A rough project schedule.
- The project's overall mission.
- A basic set of team rules.
- The resources at their disposal.

The Second Stage : Storming :

The Storming (conflict) stage is more risky as personal issues are opened up and the Teamwork becomes

more inward looking. There is more concern for the values, views and problems of others in the team. Although conflicts may or may not surface as group issues, they do exist. Questions about who is responsible for what, what the rules are, what the reward system is, and what the evaluation criteria are arise.

These questions reflect conflicts over leadership, structure, power, and authority. Because of the discomfort generated during this stage, some members may remain completely silent, while others attempt to dominate. Members have an increased desire for structural clarification and commitment.

Thus, storming is characterized by competition and conflict within the team as members learn to bend and mold their feelings, ideas, attitudes, and beliefs to suit the team organization.

In order to progress to the next stage, team members must move from a testing-and-proving mentality to a problem-solving mentality. Listening is the most helpful action team members and the team leader can take to resolve these issues.

The Third Stage : Norming :

In the Norming (co-operation) stage, confidence and trust begin to emerge, together with a more systematic and open approach, leading to a clearer and more methodical way of working.

There is greater valuing of people, clarification of purpose, establishing of objectives, systematic collection of information, considering of all options, preparation of

detailed plans and progress reviews to make improvements.

If norming stage of data flow and cohesion is attained by the group members, their interactions are characterized by openness and sharing of information on both a personal and task level. They feel good about being part of an effective group.

During norming stage of development, team members begin to experience a sense of group belonging and a feeling of relief as a result of resolving interpersonal conflicts.

Thus, norming stage is characterized by the flow of data between team members: They share feelings and ideas, solicit and give feedback to one another, and explore actions related to the task.

The major drawback of the norming stage is that members may begin to fear the inevitable future breakup of the group, they may resist change of any sort.

The Fourth Stage : Performing :

Evidence of the Performing (productivity) stage includes flexibility, leadership decided by situations, not protocol, everyone's energy is utilised and basic principles and social aspects of the organisation's decisions are considered.

Again, the performing stage is not reached by all teams. Those teams that do reach this stage not only enjoy team members who work independently but also support those who can come back together and work interdependently to solve problems. A team is at its most productive during this stage.

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Team members are both highly task-oriented and highly people-oriented during this stage. The team is unified : Team identity is complete, team morale is high, and team loyalty is intense. The task function becomes genuine problem solving, leading to optimal solutions and optimum team development.

There is support for experimentation in solving problems, and an emphasis on achievement. The overall goal is productivity through problem solving and work. Teams that go through these stages successfully should become effective process improvement teams and display :

- Good decision making.
- Clear objectives and agreed performance goals.
- Sound inter-group relationships.
- Review of the team process.
- Co-operation and conflict.
- Openness and confrontation.
- Individual development opportunities.
- Appropriate leadership.
- Support and trust.

◘ Teamwork Effectiveness :

Effective teamwork results from :
- Good leadership and attention to team-building.
- Size.
- Resources.
- A sense of common ownership of the task at hand.
- Commitment by team members to understand.
– A shared vision.

- Identify with one another's goals.
- The development of team goals.
- Match the task.
- Joint responsibility for its achievement.
- Sharing of tasks evenly across the team.
- A team whose membership.
- The open exchange of information within the team.
- Honesty and frankness among team members.
- Co-ordinated effort and planned.

To judge the effectiveness of their teamwork, leaders need to examine their teams' performances and personal outcomes. Performance outcomes may be measured by products made, ideas generated, customers served, numbers of defects per thousand items produced, overtime hours, items sold, and customer satisfaction levels.

Personal outcomes may be measured by employee satisfaction, commitment, and willingness of members to stay on the team. Both outcomes are important for the long-term viability as well as the short-term success of the teamwork.

High-performance teams don't just appear, they are developed and nurtured. By themselves, leaders with vision cannot guarantee the development of such high-performance teams, nor can members who desire to be part of such teams.

The development of high-performance teams takes the combined efforts of visionary leaders and motivated team members. In addition, facilitators with expertise in team building are needed.

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The following lists the characteristics that comprise high-performance teams :

- The teamwork members manage their meetings in a productive way.
- Members value each other's differences in healthy and productive ways.
- Each member is able to give, receive, and elicit necessary feedback.
- The team is able to reach goals by achieving the necessary results.
- The team has a common focus, including clear and understandable goals, plans of action, and ways to measure success.
- The team fully utilizes its resources—both internal and external.
- Roles and responsibilities are clearly defined for each team member.
- Each member has clearly defined expectations of other members.

Teamwork performance can be approached in many ways. The following model adopts a systems perspective to conceptualizing team performance by classifying the various factors affecting or related to performance into three broad categories derived from :

Firstly : Outcome Variables :
Outcome variables constitute the results of the team's performance. We identified four different outcome variables that have been the focus of existing research studies on team performance :

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a- **Team Efficiency :** the output of the team's effort is measured both in terms of efficiency and effectiveness. Team efficiency assumes importance because organizations implementing total quality management often complain about the time required to experience significant improvement.

b- **Benefits to Individual Team Members** : assesses the influence of the team experience on individual team members. Increased job satisfaction, a feeling of accomplishment, and a more problem-focused approach to the daily work are some of the benefits that members derive as a result of participating on teams.

c- **Team Effectiveness :** can be assessed by both qualitative and quantitative measures. Qualitative measures are more subjective and judgmental, such as ratings that require individuals to evaluate the performance of the team. Quantitative measures, on the other hand, are objective and nonjudgmental, such as reduction in length of stay, dollars saved, and reduction in error rate.

d- **Improvement in Cross-Functional Cooperation** : is a very common positive outcome of successful quality-improvement team efforts. Studies have shown that participation in quality-improvement teams by members of different departments often results in the development of mutual trust and respect across departments and a greater understanding of the system, which leads to improved interdepartmental cooperation and communication.

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Secondly : Structure Variables :

Structure variables are the contextual parameters that may impact team processes and outcomes. We identified the following three dimensions within which the different structure variables could be classified :

1 - Team Characteristics :

Team characteristics, or group composition, has received significant attention in studies on team effectiveness.

We identified the following seven distinct aspects of team composition that are likely to impact quality-improvement team performance :

a – Quality - Improvement Training and Experience : Although it features as an aspect of overall team expertise, we consider it important enough in the context of quality-improvement project teams to discuss separately.

b - Team Heterogeneity : refers to the mix of personalities, attitudes, skills, background, abilities, rank, and experience among team members. Several studies have discussed the significant impact of team heterogeneity on team effectiveness.

c - Preference for Teamwork : is another important element of team composition shows that employees who prefer to work in teams are likely to be more satisfied and effective as members of a team.

d- Team Authority : assesses the relative power of the team within the organization that would facilitate the completion of the project efficiently and successfully. For instance, Involvement of people in a position of

authority on the team, such as department heads, and inclusion of opinion leaders, i.e., people whose opinions are well respected by the affected parties, helps in overcoming resistance to change and eases the process of solution implementation.

e - Team Expertise : assesses the team's ability to solve the assigned problem. A quality-improvement team would possess the expertise required to complete a project successfully if it included members who had expert knowledge of the functional area under study as well as adequate training and experience in the methods of quality improvement. In particular, studies show that successful teams have adequate representation of all departments affected by the process under study, especially the process owners who have intimate knowledge of the process. In addition, successful teams also include members with prior quality-improvement teamwork experience.

f - Familiarity : among team members may lead to improved group dynamics and hence better team effectiveness. Team members who are more familiar with each other may be more likely to work together better and exhibit higher levels of team performance.

g - Team Size : has been found to have an important effect on team performance. Although larger teams result in increased resources, which may lead to improved team effectiveness, they may also lead to difficulties in coordination and reduced involvement of team members.

Case studies of successful quality-improvement teams show that most of the members of the teams

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had either participated on other quality-improvement projects or at least received some form of prior quality-improvement training, such as familiarity with the common quality-improvement tools and group processes.

2 - Task Characteristics :

Task characteristics are factors that are specific to the problem assigned to the project team. We classify the various task characteristics deemed important in previous research studies into three categories:

a - Tension for Change : assesses the importance, severity, and significance of the project. Greater tension for change leads to higher motivation for solving the problem. In order to be successful, projects should be selected based on data-driven evidence of the existence of the problem, focus on processes that are a cause of dissatisfaction among the process owners , and be considered important areas for improvement by management.

b - Clear Directions and Boundaries : refer to the extent to which management provides the team with a clear mandate. The clarity with which management describes the problem, its requirements, and project goals and explains the available team resources and constraints has been discussed as directly affecting team processes and outcomes.

c - Task Complexity : has been studied at two levels: the first as a measure of the complexity of the process being studied, number of departments affected by the

process, the difficulty of measuring the process quantitatively, and the second as a measure of the complexity of the goals assigned to the team, scope of the project, number of goals to be accomplished.

3- Organizational Characteristics :

Researchers have discussed the impact of several organizational variables on project outcomes. Three factors stand out :

a - Top -Management Support : teams has been stressed in terms of the extent to which the management encourages the team, provides constructive feedback, actively champions the pro Top Management Support, Middle Management Support, and Sufficiency of Resources.

B - Middle - Management Support : team members have often reported difficulty in obtaining permission from their supervisors to attend team meetings. Indeed, lack of encouragement and recognition and inadequate freedom provided by supervisors has been shown to contribute to delays in successful completion of projects.

C - Sufficiency of Resources : although an aspect of top-management support, has been so consistently linked with project outcome that it warrants separate discussion. Availability of adequate training, access to data resources, ongoing consulting on issues related to data collection, analysis, and presentation, adequate allocation of finances, and availability of administrative support are some of the resources cited as important in studies on team effectiveness.

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Thirdly : Process Variables :

Since team leadership impacts both task and relationship issues, we consider it separately as a third dimension of process variables. We discuss these three dimensions of process variables next :

1 - Task Issues :

The following five task variables have been shown to impact team outcomes and other team processes :

a - **Quality-Improvement Tools** : aid the team at various stages of the project. Effective use of tools has been shown to help teams keep track of their activities, clarify understanding of the system, help identify problems and solution, help maintain focus, and aid in decision making and data collection and analyses.

b- **External Expertise** : refers to sources outside the organization that may be helpful to the team during the various stages of the project. For instance, comparison of current levels of performance with industry standards often helps in providing data-based evidence of the severity of the problem, thereby resulting in increased management support. Networking with other organizations that have successfully solved similar problems and identifying benchmarks helps teams develop successful solutions. Examples of other sources of external expertise that can help teams better understand the problem, and design effective solutions include literature, consultants, and clearinghouses.

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c- Poor Solution Implementation : not only may lead to significant delays in completion of a project but may also result in the failure of the team's solutions in resulting in any substantial improvement. In order to implement its solutions successfully, the team needs to get buy-in from the process owners.

In order to evaluate and demonstrate the advantages of their solutions, the team needs to develop easy to measure process and outcome variables and must have in place a well-designed data-collection strategy. In addition, feedback from the process owners should be obtained to facilitate further improvement of the process.

d - Efficient Meetings Management : has been shown to result in sustained member involvement and improved overall efficiency with which the team solves the problem. In particular, the advantages of mutually establishing team norms up front (such as meeting times, frequency, and length), and advanced planning of meeting agenda and assignment of responsibility to members for specific agenda items have been highlighted.

e- Involvement of Key Affected Personnel : especially those who are directly affected by the process being studied, significantly improves the chances of success of a quality-improvement project. For instance, involvement of process owners during the various stages of problem exploration, solution design, and implementation results in a better understanding of the problem by the team and leads to solutions that are

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more likely to be accepted and implemented smoothly.

2 - Relationship Issues :

The relationship-based variables that have been shown to impact a team's performance are as follows :

a- **Team Potency** : has been defined as a team's collective belief that it can be effective. Campion et al. have demonstrated a positive relationship between team potency and outcomes such as team productivity, effectiveness, and team member satisfaction.

b- **Communication** : is a critical component of teamwork because it serves as the linking mechanism among the various processes of team functioning (Rosenstein 1994). For instance, Davis discusses the impact of open communications among members of a quality-improvement team on team member commitment. Studies have also demonstrated a positive association between open communication and team performance and team member satisfaction.

c- **Workload Sharing :** Teams where most of the members contribute equally to the work have been shown to be more productive and successful.

d- **Participatory Decision Making** : refers to involvement of all team members on important team decisions. Participation in decisions results in an increase in members' sense of responsibility and involvement in the team's task.

e- **Team Harmony :** refers to the ability of team members to manage conflict and work together as a cohesive unit. The extent to which team members

cooperate with one and other and work well together has been shown to affect team outcomes positively.

f- Rewards and Recognition : help motivate team members and enhance their commitment to team goals. Levin suggests that formally celebrating the achievement of various project milestones helps a quality-improvement team maintain its momentum, motivation, and enthusiasm for accomplishing the project successfully.

g- Commitment : commitment of team members to the team's goals is one of the driving forces behind effective teams. Successful quality-improvement teams have reported member motivation and commitment to improve the process as being a critical factor in their success.

3 – Leadership :

The impact of team leadership on team performance has been extensively researched. The role of a team leader is to provide direction, structure, and support to other team members.

The behavior and competence of the team leader has been shown to affect significantly both team processes and outcomes. Rosenstein divides leadership into two distinct but correlated behaviors :

a- Consideration : which focuses more on the relationship-based team processes, the extent to which the team leader facilitates open communication among team members.

b-   Team Leader Characteristics : in addition to these two behavioral factors, researchers have also

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emphasized the team leader's overall characteristics, such as skills and commitment. We therefore evaluate the dimension of leadership on all three factors.

c- Initiating Structure : which focuses more on the task-oriented team processes, the ability of the team leader to plan and coordinate the team's activities capably.

To build an effective teamwork, a leader needs to establish an organizational environment in which individual team members can reflect upon and analyze relationships with other team members.

A leader should encourage the resolution of any conflicts through healthy, professional confrontation, and willingly and openly negotiate necessary changes.

In short, effective leaders are cheerleaders for the teamwork, they encourage and support members who are committed and actively involved with their teams and engage those members who aren't participating.

Several factors within an organization itself influence teamwork effectiveness, including its organizational culture, level of autonomy, and types of feedback mechanisms.

But the factors that influence the effectiveness of a teamwork most directly stem from its internal structure and processes :

- Teamwork processes : Include stages of teamwork development, , roles cohesiveness cultural norms, and interpersonal processes such as trust development, facilitation, influence, leadership communication, and conflict resolution.

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- Structural factors : Include teamwork or group type, size, and composition of skills and abilities.

To create effective teams, managers need to avoid the following six deadly sins of team building :

1 - Leadership detachment :

The detached manager looks at teamwork development as something that will help others change so that the teamwork will function more effectively.

However, the most influential person in most teams is the formal leader or manager who sets the tone for the team, whether intentionally or unintentionally.

A manager must be willing to hear from employees about how his or her behavior impacts the team, whether negatively or positively.

2 – Short -Term Intervention :

Some managers think that a one-day retreat or teamwork -building exercise will resolve issues causing tension and frustration.

A one-day retreat may bring to light issues that cannot be solved during that day and are left to fester, resulting in team members mistrusting the process.

One day, no matter how good it is, is not going to make much of a change in the norms, culture, or practices of a team.

3 - Lack of Diagnosis :

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Each teamwork has distinct strengths and weaknesses, which team building must take into account. The teamwork leader must be aware of these strengths and weaknesses. The leader must assess his team's strength and weaknesses.

Although assessment and diagnostic instruments can be purchased, hiring an outside consultant to complete a thorough team assessment is advisable.

4- Addressing all problems internally :

Teamwork building cannot succeed unless conflicts and problems are brought into the open and dealt with properly.

Poorly thought-out efforts are likely to increase negativity, reduce team functioning, and reduce management credibility.

Poorly functioning teamwork are characterized by climates of blame, defensiveness, and a lack of ability to deal with conflict. These teams cannot improve themselves.

5 - Lack of a Model :

A single-dimensional teamwork -building process may cause frustration and destroy the credibility of the process.

A team leader often focuses on a single aspect of teamwork functioning, such as communication practices. But many other elements are critical to team success and effectiveness, and a team is only as strong as its weakest component.

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At a minimum, the following must be considered for team effectiveness :

- Effective and skilled interpersonal relations.
- Clearly stated and commonly held vision and goals.
- Talent and skills required to meet the goals.
- Clear understanding of team members' roles and functions.
- Clear understanding of the team's relationship to the organization.
- Efficient and shared understanding of procedures and norms.
  - A system of reinforcement and celebration

6 - No Evaluation of Progress :

Because team building is a long - term process, both management and teamwork members need to know whether it is succeeding.

A mechanism for regular evaluation of teamwork functioning needs to be in place so that the team leader can identify barriers and eliminate them.

Plan regular evaluations of teamwork progress. The diagnostic instrument used initially can be used at regular intervals to gauge progress.

Besides That, teams work can continuously improve their effectiveness by focusing on improving their functioning in five key areas : Goals, Roles Procedures, Relationships, and Leadership :

1- **Goals :** What the team aspires to achieve.

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2 - **Roles** : The part each member plays in achieving the team goals.

3- **Procedures** : The methods that help the team conduct its work together.

4 - **Relationships** : How the team members 'get along" with each other.

5 - **Leadershi**p : How the leader supports the team in achieving results.

◘ Chapter 9 Applications :

Group (1): Write (√), or (x):

Group (2): Fill in the spaces:

Group (3): Complete the following sentences:

(1) The four elements of …………..are:

    (a) ………………   (b) ……………..

    (c) ………………   (d) ……………

Group (4): Briefly discuss:

Group (5): Translatation :

    (a)Translate into Englisg :

    (b)Translate into Arabic:


Group(6) : Briefly discuss:
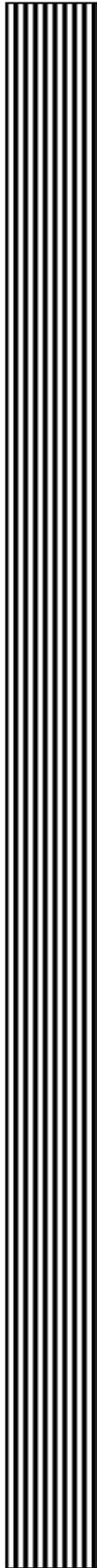
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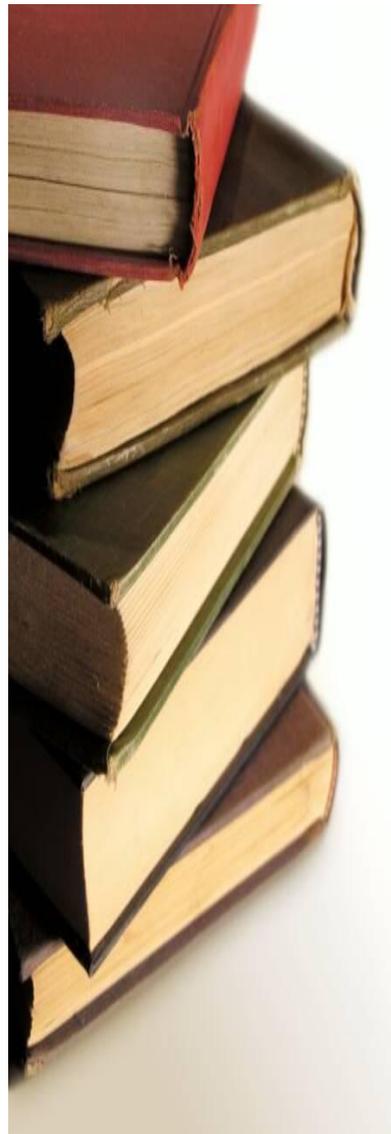
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