

MOHAMED-CHERIF MESSAADIA UNIVERSITY - SOUK AHRAS
Faculty of Economics, Commerce and Management Sciences
Basic Education Department
Foreign Language 2 (English)
(2nd Semester)



LESSON 04

Introduction to Management



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1- What Is Management?



Management is how businesses organize and direct workflow, operations, and employees to **meet company goals**. The primary goal of management is to create an environment that **empowers employees to work efficiently and productively**. A solid organizational structure guides employees and establishes the tone and focus of their work.

Managers are involved in implementing and evaluating these structures. As a manager, you may be responsible for doing any of the following **tasks**:

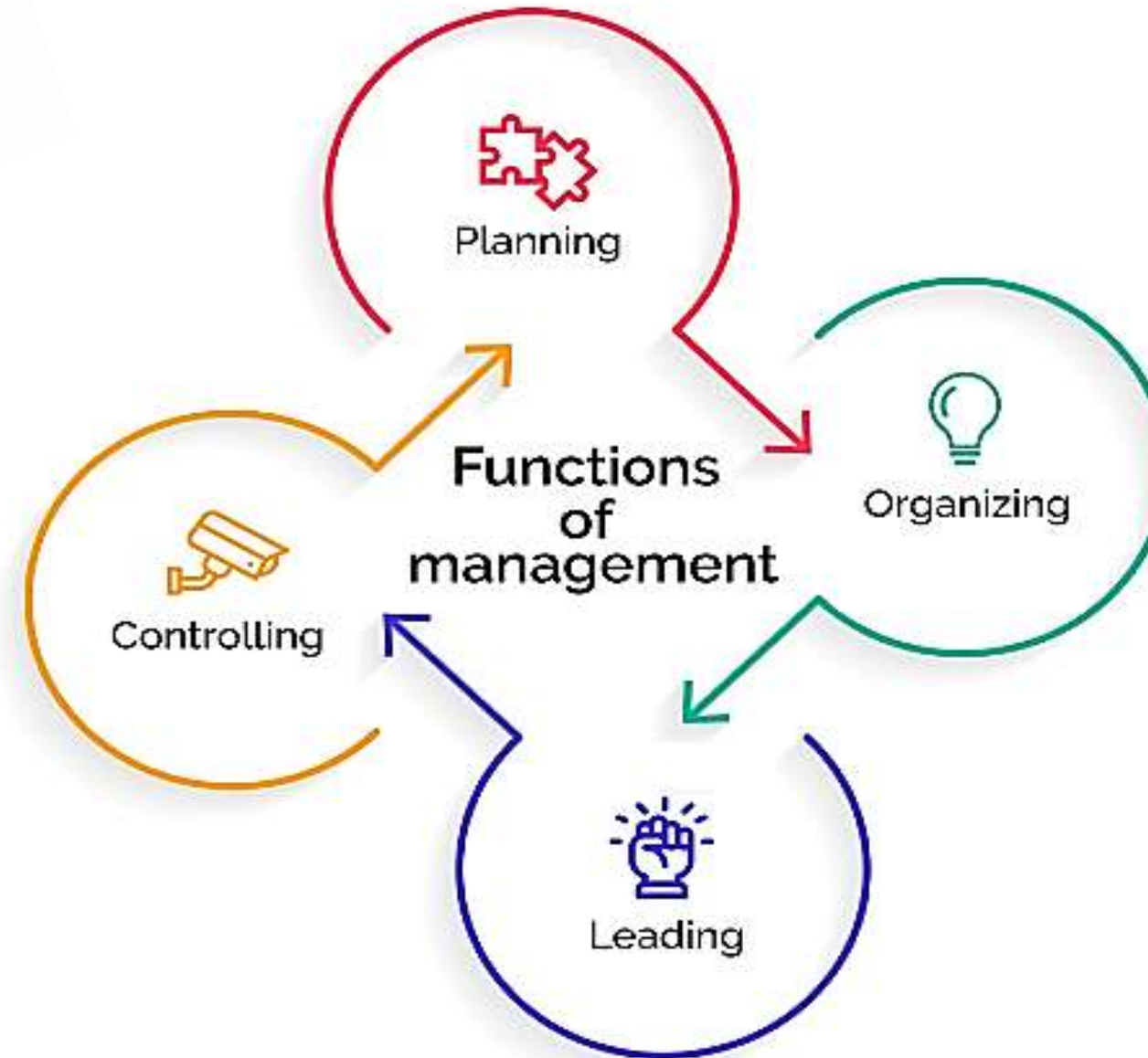
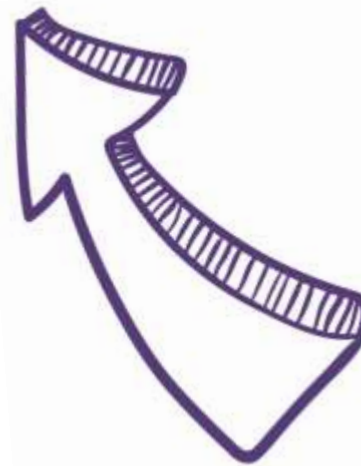
- *Create goals and objectives*
- *Create schedules*
- *Develop strategies to increase performance, productivity, and efficiency*
- *Ensure compliance with company policies and industry regulations*
- *Mentor employees*
- *Monitor budgets, productivity levels, and performance*
- *Resolve customer problems*
- *Train staff*

2- Key Functions of a Manager:

The first function of a manager is to set goals. These goals may be for individual employees, departments, or the entire organization, depending on the manager's level of responsibility. In addition to setting goals, managers often develop action items along with strategies and resources to complete tasks and meet goals.



Managers typically spend time measuring the success of their teams and how well they meet goals. The more they understand what works and doesn't work, the better prepared they are to make decisions in the future. Managers must understand and adjust strategies to meet company goals.



Meeting organizational goals requires putting the right people in the right places. Managers can play an important role in choosing workers for positions and projects. Knowing how to group people and help them build relationships often significantly affects how well the group works together. Sometimes managers need to train employees for specific tasks to ensure they have the knowledge and skills they need to succeed.



Managers help motivate employees to show up and stay productive. This includes sharing a common vision, encouraging them to develop their strengths, and inspiring them to do their best work at all times. Having effective communication skills is essential for filling this role.

3- Levels of management:



4- Management Styles

01

Authoritative

Authoritative leaders tend to make decisions without feedback from others. This approach works well when you need to respond quickly to a situation and don't have time for debate. If you rely on this approach too much, you may see high levels of turnover within the organization and stalled innovation.

02

Coaching

Some managers view their role as that of a coach who sees the potential in employees and wants to help them grow. This can effectively build strong teams and create an environment where employees feel comfortable experimenting. Employees typically have a sense of autonomy under this style, but those needing more direction may feel neglected.

03

Democratic

Democratic managers value the input of employees in the decision-making process and usually believe having more ideas is better than having a few. This management style may help empower and motivate employees to work toward common goals. However, sorting through all of the voices and finding a consensus to make a decision can take time.

04

Transformational

In a transformational management style, managers prioritize innovation and growth. These managers encourage employees to discover just what they're capable of achieving. Workers with transformational leaders tend to be happy and dedicated to their work, but they must be able to adapt to sudden changes.

05

Visionary

A visionary leader knows how to ensure every team member understands the company's vision and is working toward a common goal. These leaders tend to be excellent communicators and typically give workers plenty of autonomy as long as they effectively execute the vision.

5- Skills of a Good Manager:

The most successful managers strive to **develop skills** that will empower them to **lead effectively**. By examining the common skill set that all good managers have, you can take the steps necessary to increase your own potential



6- Theories of Management:

Management theories are a **collection of ideas** that suggest broad guidelines for running an organization or corporation. They discuss **how supervisors apply techniques to achieve organizational goals** and motivate individuals to perform to their full potential.

Typically, executives use elements from many management philosophies to best suit their people and corporate culture. Although many management theories were developed centuries ago, they remain **useful frameworks for leading teams** in the workplace and running enterprises today.

General Management Theories

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F Taylor

Theory of Scientific Management

- Time and motion study
- Differential Piece Rate Plan



Henri Fayol

Administrative Theory

- 14 principles
- Planning, Organizing, Commanding, Coordinating, Controlling



Max Weber

Bureaucratic Theory

- Division of Labor
- Formal Structure
- Management by Rules



Elton Mayo

Behavioral Theory of Management

- Psychological stimulus
- Better work environment

6.1 Scientific Management Theory:

Frederick Taylor, one of the first to systematically evaluate labor performance, used a scientific management strategy in the late 1800s. Taylor's principles advocated for the use of the **scientific method** to complete tasks in the workplace, rather than the leader depending on their judgment or team members' choice.

Taylor suggested **streamlining chores to boost efficiency**. He proposed that leaders **allocate team members to occupations that best match their strengths**, train them effectively, and manage them to ensure they remain productive in their roles.

While his emphasis on increasing workplace productivity by determining the best way to execute a task was beneficial, **it overlooked the individual's humanity**. This idea is not widely used today in its purest form, but it highlighted to leaders the necessity of **workplace efficiency**, the benefit of ensuring that team members had enough training, and the need for teamwork and cooperation between supervisors and employees.

Frederick Winslow Taylor



Taylor circa 1907

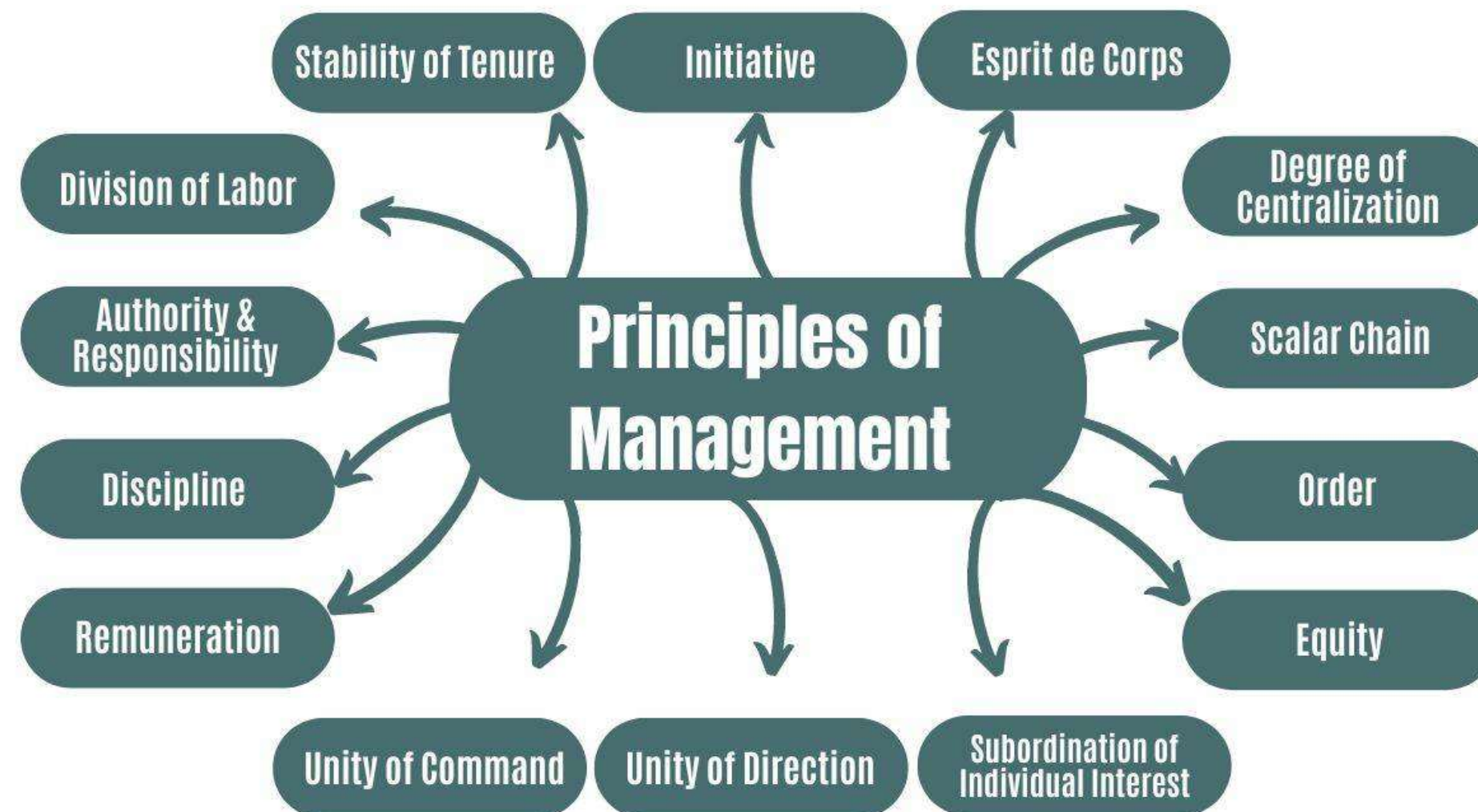
| | |
|---------------|--|
| Born | March 20, 1856 Philadelphia, Pennsylvania, U.S. |
| Died | March 21, 1915 (aged 59) Philadelphia, Pennsylvania, U.S. |
| Resting place | West Laurel Hill Cemetery Bala Cynwyd, Pennsylvania, U.S. |
| Education | Phillips Exeter Academy |
| Alma mater | Stevens Institute of Technology (BS) |
| Occupation(s) | Efficiency expert Management consultant |
| Known for | Father of scientific management, efficiency movement and industrial engineering |
| Spouse | Louise M. Spooner |
| Children | 3 |
| Awards | Elliott Cresson Medal (1902) |

6.2 Administrative Management Theory:

Henri Fayol, a senior executive and mining engineer, created this theory in the nineteenth century by looking at an organization through the eyes of its managers and the problems they may face.

Fayol **felt that leaders had five primary functions: forecasting, planning, coordinating, commanding, and controlling**. He formulated guidelines outlining how leaders should organize and engage with their teams. He recommended that the principles should not be strict, but that it should be up to the manager to decide how to use them to **manage efficiently and successfully**.

The principles he listed included:



Henri Fayol



Henri Fayol (at the age of 70)

| | |
|---------------------|---|
| Born | Jules Henri Fayol 29 July 1841 Istanbul, Ottoman Empire |
| Died | 19 November 1925 (aged 84) Paris, France |
| Nationality | French |
| Occupation(s) | Economist, Engineer, Entrepreneur |
| Academic career | |
| School or tradition | Fayolism |
| Alma mater | École des Mines de Saint-Étienne |
| Influences | Frederick Winslow Taylor Henry Louis Le Chatelier |
| Contributions | Fayolism |

6.3 Bureaucratic Management Theory:

The bureaucratic management philosophy, which was developed by **Max Weber**, is centered on **organizing companies hierarchically to establish explicit governance regulations**. His design principles for this system include a clear division of labor, a chain of command, the owner's personal and organizational assets being kept separate, stringent and uniform rules and regulations, careful record-keeping and documentation, and the hiring and promotion of staff members based on their qualifications and performance.

The establishment of standards and practices that form the foundation of the majority of organizations today has been greatly aided by this approach.

Max Weber



1918 portrait

| | |
|--------------|---|
| Born | Maximilian Karl Emil Weber 21 April 1864 Erfurt, Province of Saxony, Kingdom of Prussia |
| Died | 14 June 1920 (aged 56) Munich, Bavaria, Weimar Republic |
| Alma mater | Friedrich Wilhelm University University of Göttingen Heidelberg University |
| Notable work | <i>The Protestant Ethic and the Spirit of Capitalism</i> (1905) <i>The Religion of China</i> (1915) <i>The Religion of India</i> (1916) "Science as a Vocation" (1917) "Politics as a Vocation" (1919) <i>Ancient Judaism</i> (1921) <i>The City</i> (1921) <i>Economy and Society</i> (1922) <i>General Economic History</i> (1923) |

6.4 Systems Management Theory:

According to this notion, for a firm to operate as efficiently as possible, its many components must cooperate. As a result, subsystem interdependence, synergy, and relationships are essential to the organization's success. This idea holds that while departments, workgroups, and business divisions are all vital components for a company's success, its workers are its most valuable asset.

In accordance with the idea of systems management, managers must assess organizational patterns and occurrences in order to choose the most effective management strategy. In order to guarantee the success of programs, they must cooperate and work together..

Ludwig von Bertalanffy



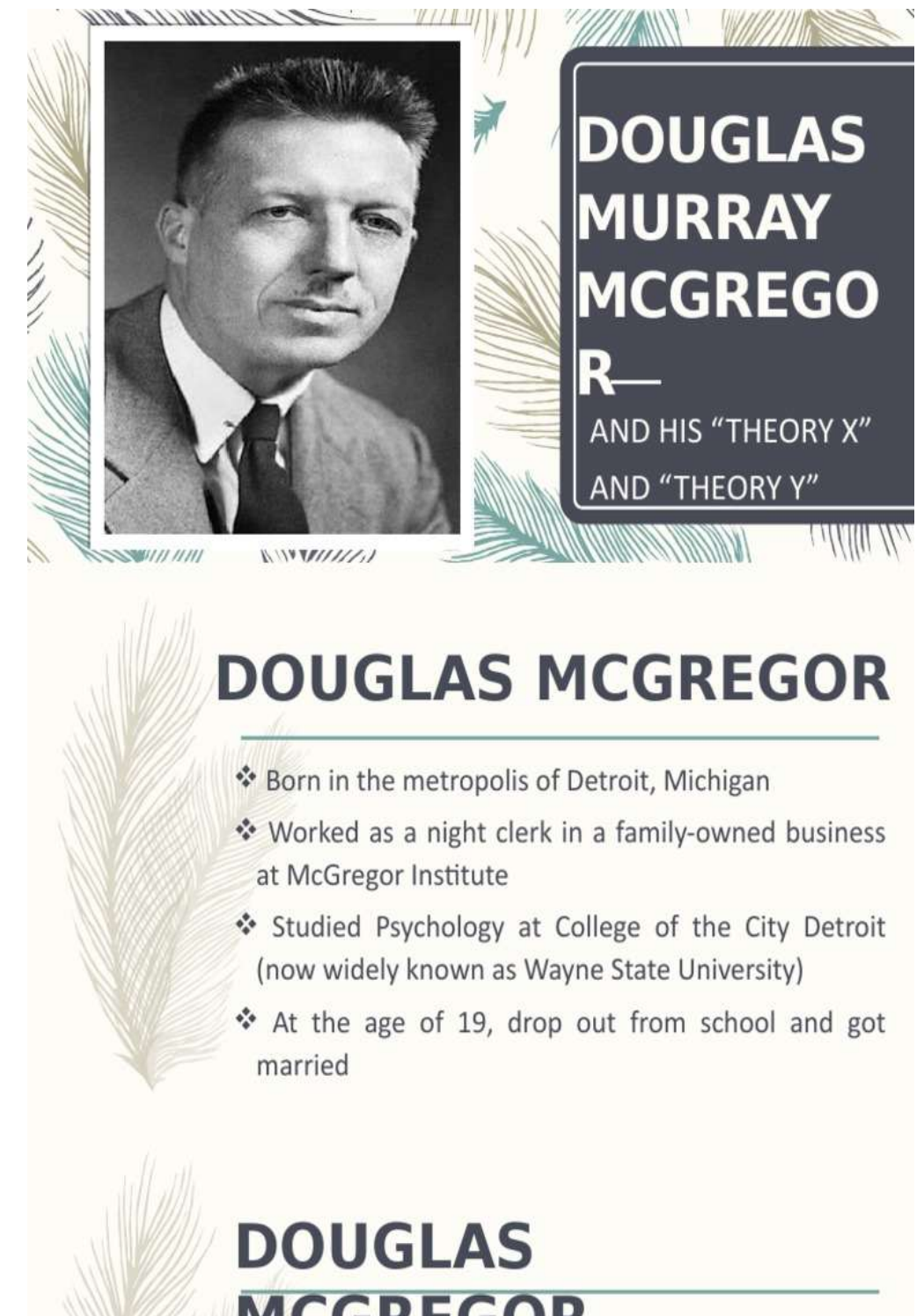
Ludwig von Bertalanffy in 1926

| | |
|-------------------|---|
| Born | 19 September 1901 Atzgersdorf near Vienna, Austria-Hungary |
| Died | 12 June 1972 (aged 70) Buffalo, New York, US |
| Alma mater | University of Vienna |
| Known for | General systems theory Von Bertalanffy function |
| Scientific career | |
| Fields | Biology and systems theory |
| Thesis | <i>Fechner und das Problem der Integration höherer Ordnung</i> (<i>Fechner and the Problem of Higher-Order Integration</i>) (1926) |

6.5 Theory X and Y:

In his book "**The Human Side of Enterprise**," American social psychologist **Douglas McGregor** presented the X and Y theories, concluding that the two distinct management philosophies are determined by **how they understand the motives of their team members**. Authoritarian idea X is used by managers who believe their staff members are **uninterested in their jobs or are indifferent**. Managers who think their **staff members are accountable, devoted, and self-motivated use theory Y**. While theory X encourages micromanaging, this participative management approach fosters a more collaborative work atmosphere.

He came to the conclusion that big businesses may rely on theory X to keep everyone concentrated on achieving organizational objectives. Theory Y is typically applied by smaller companies, where workers participate in decision-making and are encouraged to be creative.



- ❖ Born in the metropolis of Detroit, Michigan
- ❖ Worked as a night clerk in a family-owned business at McGregor Institute
- ❖ Studied Psychology at College of the City Detroit (now widely known as Wayne State University)
- ❖ At the age of 19, drop out from school and got married

**DOUGLAS
MCGREGOR**