



**University of Anbar**  
*College of Administration & Economic*  
*Department of Business Administration*  
*First Semester 2023-2024*

# English Readings in Business



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# Learning Objectives

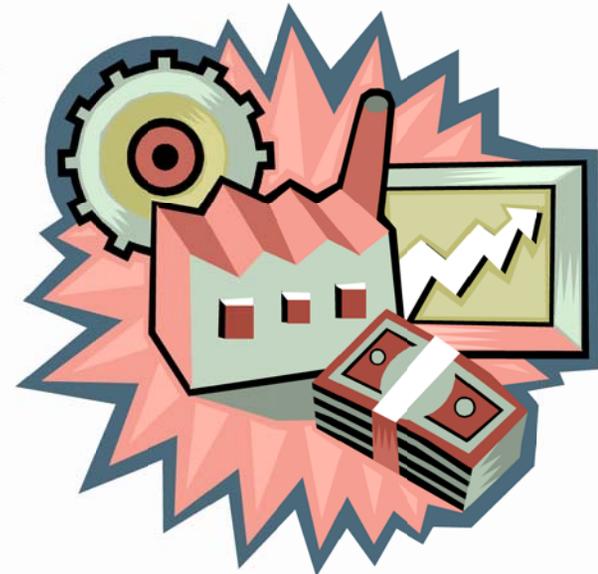
***After studying this topic, students should be able to:***

1. Describe the nature of management, define management, organization and managers, and characterize their importance to contemporary organizations.
2. Identify and briefly explain the four basic management functions in organizations.
3. Describe the kinds of managers found at different levels and in different areas of the organization.
4. Identify the basic managerial roles that managers may play and the skills they need in order to be successful.
5. Discuss the science and the art of management, describe how people become managers, and summarize the scope of management in organizations.



# Organizational Resources

- **Human resources**
  - Managerial talent and labor
- **Financial resources**
  - Capital investments to support ongoing and long-term operations
- **Physical Assets**
  - Raw materials; office and production facilities, and equipment
- **Information**
  - Usable data, information linkages



# Table 1.1: Examples of Resources Used by Organizations

**Table 1.1**

**EXAMPLES OF RESOURCES USED BY ORGANIZATIONS**

*All organizations, regardless of whether they are large or small, profit-seeking or not-for-profit, domestic or multinational, use some combination of human, financial, physical, and information resources to achieve their goals. These resources are generally obtained from the organization's environment.*

<b>Organization</b>	<b>Human Resources</b>	<b>Financial Resources</b>	<b>Physical Resources</b>	<b>Information Resources</b>
Royal Dutch/ Shell Group	Drilling platform workers Corporate executives	Profits Stockholder investments	Refineries Office buildings	Sales forecasts OPEC proclamations
Iowa State University	Faculty Administrative staff	Alumni contributions Government grants	Computers Campus facilities	Research reports Government publications
New York City	Police officers Municipal employees	Tax revenue Government grants	Sanitation equipment Municipal buildings	Economic forecasts Crime statistics
Susan's Corner Grocery Store	Grocery clerks Bookkeeper	Profits Owner investment	Building Display shelving	Price lists from suppliers Newspaper ads for competitors



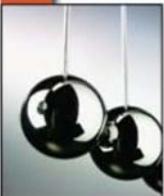
# What is Management?

- **Management:** A set of activities
  - planning and decision making, organizing, leading, and controllingdirected at an organization's resources
  - human, financial, physical, and informationwith the aim of achieving organizational goals in an efficient and effective manner.

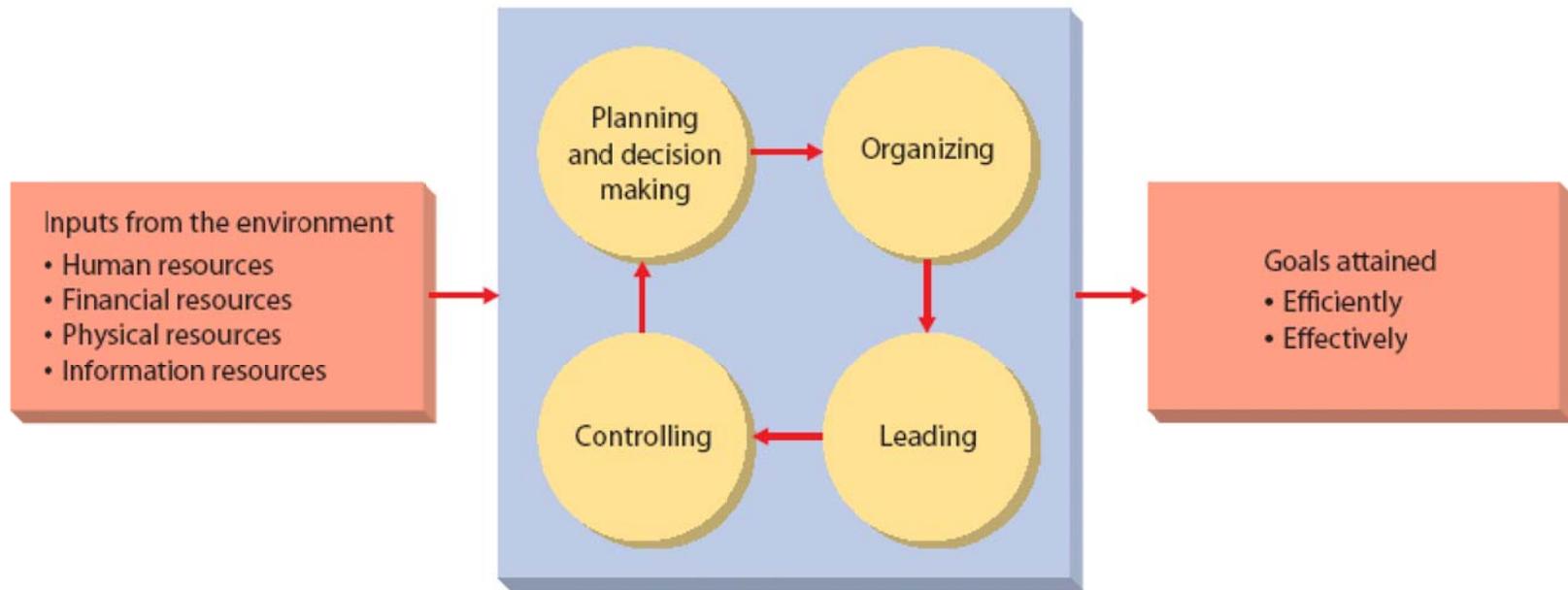


# What is Organization?

**Organization:** A consciously coordinated social unit composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals.



# Figure 1.1: Management in Organizations



**Figure 1.1**

## MANAGEMENT IN ORGANIZATIONS

*Basic managerial activities include planning and decision making, organizing, leading, and controlling. Managers engage in these activities to combine human, financial, physical, and information resources efficiently and effectively and to work toward achieving the goals of the organization.*



# The Basic Purpose of Management

## EFFICIENTLY

*Using resources wisely and in a cost-effective way*

And

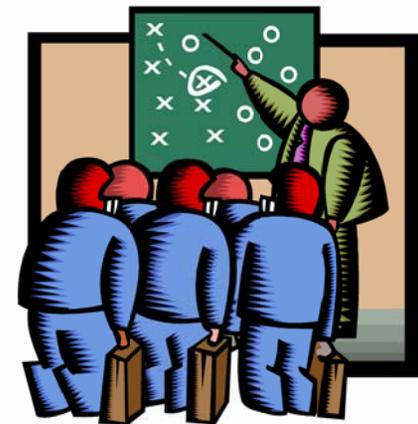
## EFFECTIVELY

*Making the right decisions and successfully implementing them*



# What is a Manager?

- Someone whose primary responsibility is to carry out the management process.
- Someone who plans and makes decisions, organizes, leads, and controls human, financial, physical, and information resources.



# The Manager's Job

- **Plan:**
  - A manager cannot operate effectively unless he or she has long range plans.
- **Organize:**
  - When there is more than one employee needed to carry out a plan, then organization is needed.
- **Control:**
  - Develop a method to know how well employees are performing to determine what has been and what still must be done.



# The Management **Process**

- **Planning and Decision Making:** *Determining Courses of Action*
- **Organizing:** *Coordinating Activities and Resources*
- **Leading:** *Motivating and Managing People*
- **Controlling:** *Monitoring and Evaluating Activities*



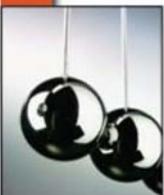
# Figure 1.2: The Management Process



**Figure 1.2**

## THE MANAGEMENT PROCESS

*Management involves four basic activities—planning and decision making, organizing, leading, and controlling. Although there is a basic logic for describing these activities in this sequence (as indicated by the solid arrows), most managers engage in more than one activity at a time and often move back and forth between the activities in unpredictable ways (as shown by the dotted arrows).*



# Kinds of Managers by **Level**

- **Top Managers**

- are the small group of executives who manage the overall organization. They create the organization's goals, overall strategy, and operating policies.

- **Middle Managers**

- are primarily responsible for implementing the policies and plans of top managers. They also supervise and coordinate the activities of lower level managers.

- **First-Line Managers**

- supervise and coordinate the activities of operating employees.



# Kinds of Managers by Area

- **Marketing Managers:**
  - work in areas related to getting consumers and clients to buy the organization's products or services—new product development, promotion, and distribution.
- **Financial Managers:**
  - deal primarily with an organization's financial resources—accounting, cash management, and investments.
- **Operations Managers:**
  - are involved with systems that create products and services—production control, inventory, quality control, plant layout, site selection.



# Kinds of Managers by Area (cont'd)

- **Human Resource Managers**
  - are involved in human resource activities.
- **Administrative Managers**
  - are generalists familiar with all functional areas of management and are not associated with any particular management specialty.
- **Other Kinds of Managers**
  - hold specialized managerial positions (e.g., public relations managers) directly related to the needs of the organization.

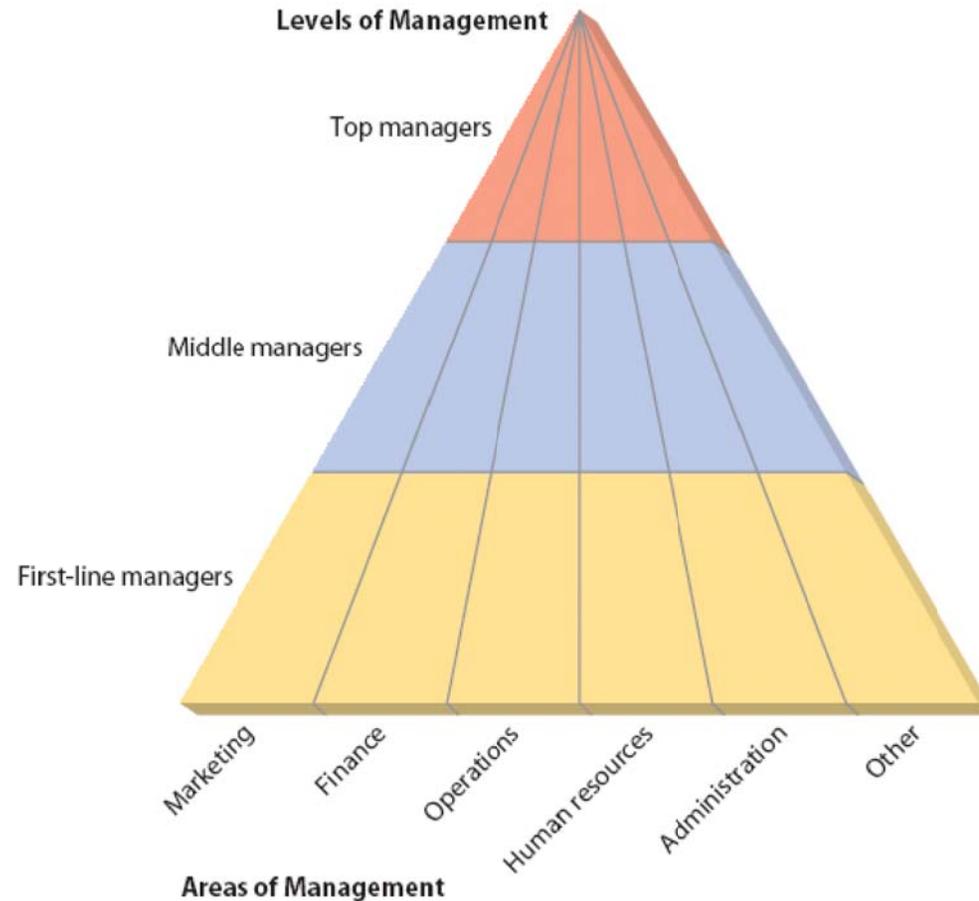


# Figure 1.3: Kinds of Managers by Level and Area

**Figure 1.3**

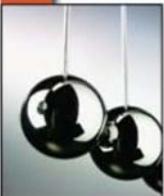
## KINDS OF MANAGERS BY LEVEL AND AREA

*Organizations generally have three levels of management, represented by top managers, middle managers, and first-line managers. Regardless of level, managers are also usually associated with a specific area within the organization, such as marketing, finance, operations, human resources, administration, or some other area.*



# Managerial Roles (Mintzberg)

- **Interpersonal Roles:**
  - Figurehead, leader, and liaison roles involve dealing with other people.
- **Informational Roles:**
  - Monitor, disseminator, and spokesperson roles involve the processing of information.
- **Decisional Roles:**
  - Entrepreneur, disturbance handler, resource allocator, and negotiator are managerial roles primarily related to making decisions.



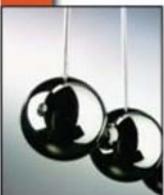
# Table 1.2: Ten Basic Managerial Roles

Category	Role	Sample Activities
Interpersonal	Figurehead	Attending ribbon-cutting ceremony for new plant
	Leader	Encouraging employees to improve productivity
	Liaison	Coordinating activities of two project groups
Informational	Monitor	Scanning industry reports to stay abreast of developments
	Disseminator	Sending memos outlining new organizational initiatives
	Spokesperson	Making a speech to discuss growth plans
Decisional	Entrepreneur	Developing new ideas for innovation
	Disturbance handler	Resolving conflict between two subordinates
	Resource allocator	Reviewing and revising budget requests
	Negotiator	Reaching agreement with a key supplier or labor union

**Table 1.2**

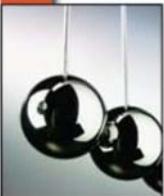
## TEN BASIC MANAGERIAL ROLES

*Research by Henry Mintzberg suggests that managers play ten basic managerial roles.*



# Managerial Skills

- **Communication:**
  - To convey ideas and information effectively to others and to receive ideas and information effectively from others.
- **Decision-Making:**
  - To recognize and define problems and opportunities and then to select an appropriate course of action to solve the problems and capitalize on the opportunities.
- **Time-Management:**
  - To prioritize work, to work efficiently, and to delegate appropriately.



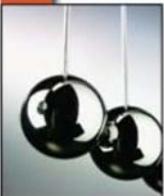
# Management: Science or Art?

- **The Science of Management**

- Assumes that problems can be approached using rational, logical, objective, and systematic ways.
- Requires the use of technical, diagnostic, and decision-making skills and techniques to solve problems.

- **Art of Management**

- Making decisions and solving problems using a blend of intuition, experience, instinct, and personal insights.
- Using conceptual, communication, interpersonal, and time-management skills to accomplish the tasks associated with managerial activities.

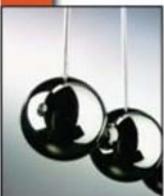
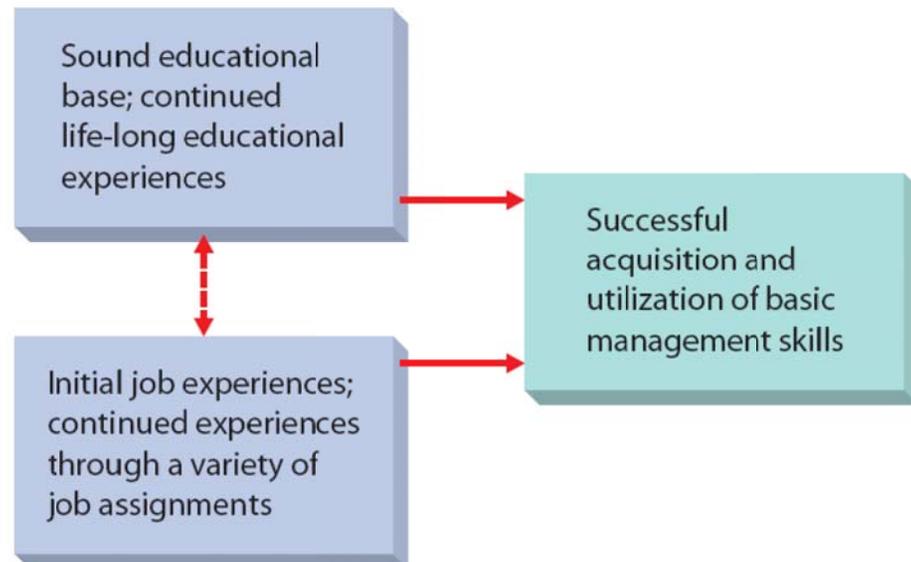


# Figure 1.4: Sources of Management Skills

**Figure 1.4**

## SOURCES OF MANAGEMENT SKILLS

*Most managers acquire their skills as a result of education and experience. Though a few CEOs today do not hold college degrees, most students preparing for management careers earn college degrees and many go on to enroll in MBA programs.*



# Managing in Organizations

- **For-Profit Organizations**
  - **Large businesses**
    - Industrial firms, commercial banks, insurance firms, retailers, transportation firms, utilities, communication firms, service organizations
  - **Small businesses and start-up businesses**
  - **International management**
- **Not-for-Profit Organizations**
  - Governmental organizations—local, state, and federal
  - Educational organizations—public schools, colleges, and universities
  - Healthcare facilities—public hospitals



# Key Terms

## المصطلحات الأساسية

- Organization • المنظمة
- Management • الإدارة
- Efficiently • الكفاءة
- Effectively • الفعالية
- Manager • المدير
- Decision Making • صنع القرار
- Organizing • التنظيم
- Leading • القيادة
- Controlling • الرقابة
- Levels of Management • مستويات الإدارة
- Areas of Management • مجالات الإدارة



# Key Terms

## المصطلحات الأساسية

- interpersonal roles • الأدوار الشخصية
- informational roles • الأدوار المعلوماتية
- decisional roles • الأدوار القرارية
- technical skills • المهارات التقنية
- interpersonal skills • مهارات التعامل مع الآخرين
- conceptual skills • المهارات المفاهيمية
- diagnostic skills • مهارات التشخيص
- communication skills • مهارات التواصل
- decision-making skills • مهارات صنع القرار
- time-management skills • مهارات إدارة الوقت

