

## Choose the correct answer:

- **A standard** ..... is the level of activity established to serve as a model for evaluating organizational performance.
- Before taking any ..... **corrective action** ....., however, managers should make sure that the standards they are using were properly established and that their measurements of organizational performance are valid and reliable.
- **Career planning** ..... is the process or activities offered by the organization to individuals to identify strengths, weaknesses, specific goals and jobs they would like to occupy.
- **Channel mix** ..... identifies the path or the route through which goods are transferred from sellers to buyers. The seller may sell directly to the buyer or through intermediation of wholesalers and retailers. More than one channel of distribution can be adopted at the same time.
- **Communication** ..... is the process of sharing information with other individuals. Information is any thought or idea that managers want to share with others.
- **Communication** ..... involves the process of one person projecting a message to one or more other people, which results in everyone arriving at a common understanding of the message.
- **Controlling** ..... consists of verifying whether everything occurs in conformities with the plans adopted, instructions issued, and principles established.
- **Controlling** ..... ensures that there is effective and efficient utilization of organizational resources so as to achieve the planned goals and it measures the deviation of actual performance from the standard performance, discovers the causes of such deviations and helps in taking corrective actions.
- **Controlling** ..... is a systematic effort by business management to compare performance to predetermined standards, plans, or objectives to determine whether performance is in line with these standards and presumably to take any remedial action required.

- **Controlling** ..... is the only way managers know whether organizational goals are being met and, if not, the reasons why.
- **Corrective action** ..... focuses on correcting the organizational mistakes that are hindering organizational performance.
- **Corrective action** ..... is managerial activity aimed at bringing organizational performance up to the level of performance standards.
- Deciding how many raw materials to order should be a ..... **programmed decision** ..... based on anticipated production, existing stock, and anticipated length of time for the delivery of the final product.
- **Decision making** ..... can be defined as "the act of choosing one alternative from among a set of alternatives for achieving objectives".
- **Decisions under risk** ..... which is a condition are which the availability of each alternative and its potential payoffs and costs are all associated with probability estimates.
- **Decisions under uncertainty** ..... which is a condition in which the decision maker does not know all the alternatives, the risks associated with each, or the consequences each alternative is likely to have.
- **Effectiveness** ..... is often described as “doing the right things” - that is, doing those work activities that will help the organization reach its goals.
- **Effectiveness** ..... means making the right decisions successfully implement them and accomplishing the organization's goals.
- **Efficiency** ..... means using the available resources wisely and in a cost effective way to realize the organization's objectives.
- **Efficiency** ..... refers to getting the most output from the least amount of inputs.
- **Emotional intelligence** ..... is the capacity of people to recognize their own feelings and the feelings of others, to motivate themselves, and to manage their own emotions as well as their emotions in relationships with others.
- **Flexibility** ..... refers to how different the ideas are from one another. If you are able to generate several distinct solutions to a problem, your decision-making process is high on it.

- **Fluency** ..... refers to the number of ideas a person is able to generate.
- **Formal structure** ..... is defined as the relationships among organizational resources as outlined by management; formal structure is represented primarily by the organization chart.
- **HRM** ..... is management function that helps managers to recruit, select, train and develop members for an organization.
- **HRM** ..... is concerned with the people's dimensions in organizations, and it refers to set of programs, functions, and activities designed and carried out.
- **Important of management to Business Organizations** ..... management seeks to perform a number of tasks that leads to an increase in the standard of living of the society as a whole. Management functions would enable the organization to use its resources effectively and efficiently to accomplish its restated objectives.
- **Important of management to Individuals** ..... management initiates and creates the opportunity to individuals to attain their personal aspirations through typing them with organizational goals and also offers them professional career development through its concern for continuous human innovation.
- **Important of management to the Society** ..... management ensures and organizes the mobilization of national resources to achieve macroeconomic, social and political objectives.
- **Influencing** ..... is the process of guiding the activities of organization members in appropriate directions that lead to the attainment of management system objectives.
- **Informal structure** ..... is defined as the patterns of relationships that develop because of the informal activities of organization members. It evolves naturally and tends to be shaped by individual norms and values and social relationships.
- **Job Analysis** ..... is a process of studying and collecting information relating to operations and responsibilities of a specific job. The immediate products of this analysis are 'Job Description'.
- **Leadership** ..... is the interpersonal process by which a manager seeks to manipulate employees to accomplish tasks.

- **Management** ..... is coordinating work activities so that they are completed efficiently and effectively with and through other people.
- **Management** ..... is the process of achieving company goals by planning, organizing, leading, controlling, and evaluating the effective use of resources.
- **Management** ..... is the process of working with and through others to effectively achieve organizational objectives by efficiently using limited resources in a changing environment.
- **Manger** ..... is someone who plans and makes decisions, organize, leads and controls human.
- **Marketing** ..... is the process of planning and executing, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.
- **Marketing** ..... management collects, and analyses information related to consumer's needs, wants, and demands, competitor's marketing strategies, changing market trends and preferences. This helps to identify market opportunities.
- **Marketing management** ..... is the art and science of choosing target markets and growing customers through creating delivering and communicating superior customer value.
- **Measuring Performance** ..... mean that Before managers can determine what must be done to make an organization more effective and efficient, they must measure current organizational performance.
- **Middle managers** ..... are primarily responsible for implementing the polices and plans developed by managers and for supervising and coordinating the activities of lower level.
- **Non-programmed decisions** ..... are novel, unstructured decisions that are generally based on criteria that are not well-defined. With non-programmed decisions, information is more likely to be ambiguous or incomplete.
- **Organizational Downsizing** ..... necessarily means reducing work force to an optimal level depending upon the business conditions and organizational needs.

→ **Organizational Structure** ..... refers to the designated relationships among resources of the management system. Its purpose is to facilitate the use of each resource, individually and collectively, as the management system attempts to attain its objectives.

→ **Organizing** ..... creates and maintains relationships among all organizational resources by indicating which resources are to be used for specified activities and when, where, and how they are to be used.

→ **Organizing** ..... involves determining how activities and resources are to be grouped and best performed and used to attain the organizational objectives.

→ **Organizing** ..... is the function of management which follows planning. It is a function in which the synchronization and combination of human, physical and financial resources takes place.

→ **Planning** ..... is the process of setting objectives and determining what should be done to accomplish them.

→ **Planning** ..... provides direction, reduces uncertainty, minimizes waste and redundancy, and sets the standards used in controlling.

→ **Product Mix** ..... deals with physical attributes of the product and the benefits associated with use of that product. Ownership of the product gives a sense of pride and satisfaction to the consumer and, therefore, the product should be properly designed, colored and packed.

→ **Programmed decisions** ..... are decisions that are fairly structured or recur with some frequency or both. So, programmed decisions are routine, repetitive, and the organization generally develops specific way to handle them.

→ **Programmed decisions** ..... are those that are repeated over time and for which an existing set of rules can be developed to guide the process. These decisions might simple, or they could be fairly complex, but the criteria that go into making the decision are all known or can at least be estimated.

→ **Promotion Mix** ..... refers to firm's communication with the consumers regarding the product. It motivates them to buy the goods.

- **Recruitment** ..... is the Process of finding and attracting capable applicants for employment. The Process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of application from which new employees are selected.”
- **Standards** ..... are the yardsticks that determine whether organizational performance is adequate or inadequate.
- The basis function of .... **marketing** .... is identification of consumer’s needs and wants .This requires continuous and systematic collection of data, analysis and reporting of data relevant to marketing activities.
- The **manager** ..... is the one who creates and coordinates workplace systems and conditions so that others can perform the job tasks.
- The **marketing** ..... concept holds that the key to achieving organizational goals consists of the company being more effective than competitors in creating, delivering, and communicating superior customer value to its chose target markets.
- The **organizing** ..... function is extremely important to the management system because it is the primary mechanism managers use to activate plans.
- The primary purpose of the ..... **Influencing** ..... subsystem is to enhance the attainment of management system objectives by guiding the activities of organization members in appropriate directions.
- The rational .... **decision-making** .... model describes a series of steps that decision makers should consider if their goal is to maximize the quality of their outcomes.
- **Top managers** ..... are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization.



### True or False:

- A mechanistic structure is better for large companies and those operating in stable industries. In contrast, organic structures are better for smaller companies and those operating in more volatile industries. **T (✓)**
- A thorough organizing effort helps managers minimize costly weaknesses, such as duplication of effort and idle organizational resources. **T (✓)**
- Because communication is a commonly used management skill and ability and is often cited as the skill most responsible for a manager's success, prospective managers must learn how to communicate. **T (✓)**
- Before taking any corrective action, however, managers should make sure that the standards they are using were properly established and that their measurements of organizational performance are valid and reliable. **T (✓)**
- Controlling is the interpersonal process by which a manager seeks to manipulate employees to accomplish tasks. **F (✗) Leadership**
- Controlling is the process of guiding the activities of organization members in appropriate directions that lead to the attainment of management system objectives. **T (✓)**
- Decisions under risk which is a condition in which the decision maker knows with reasonable certainty what the alternatives are and what conditions are associated with each alternative. **F (✗) under certainty**
- Developing and establishing goals is the first step of the planning process. **F (✗) third**
- Effective management is a blend of both science and art. **T (✓)**
- Efficiency is often described as “doing the right things” - that is, doing those work activities that will help the organization reach its goals. **F (✗)**
- Essentially, an organization's informal structure is the system or network of interpersonal relationships that exists within, but is not usually identical to, the organization's formal structure. **T (✓)**

- First-line managers are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization. **F (X) Top managers**
- Influencing involves focusing on organization members as people and dealing with such issues as morale, arbitration of conflicts, and the development of good working relationships. **T (✓)**
- Interpersonal communication is generally divided into two types: verbal and nonverbal. **T (✓)**
- Leadership is the process of setting objectives and determining what should be done to accomplish them. **F (X) Planning**
- Management is establishing an effective environment for people operating in formal organizational group. **T (✓)**
- Management principles are universal; that is they apply to all types of organizations (businesses, athletic teams, hospitals .. etc.). **T (✓)**
- Manager means setting an organization's goals and deciding how best to achieve them. **F (X) Planning**
- Managers must be especially careful when they are communicating that verbal and nonverbal factors do not present contradictory messages. **T (✓)**
- Managers often must deal with a variety of personalities and have to make do with limited resources. Managers may find it difficult to successfully blend the knowledge, skills, ambitions, and experiences of a diverse work group. **T (✓)**
- Managers who are able to communicate successfully through a blend of verbal and nonverbal communication are critical to the success of virtually every organization. **T (✓)**
- Managers with low levels of emotional intelligence are likely to be successful because they are likely to create an organization culture that is characterized by trust, learning, information sharing, and desirable risk taking. **F (X) high**
- Managers with low levels of emotional intelligence are more interpersonally effective than are managers with high levels of emotional intelligence. **F (X) high low**

- Many communications fail because of inadequate planning. Good planning must consider the goals and attitudes of those who will receive the communication and those who will be affected by it. **T (✓)**
- Members of the top management team regularly make decisions that affect the future of the organization and all its stakeholders. **T (✓)**
- Middle managers are typically involved with producing the organization's products or servicing the organization's customers, and they be called supervisors or, department managers, or office managers. **F (✗) First-line managers**
- Nonverbal communication is communication that uses either spoken or written words to share information with others. **F (✗) verbal**
- Organizing skill is the ability to create throughout the organization a network of people who can help solve implementation problems as they occur. **T (✓)**
- Pricing Mix deals with physical attributes of the product and the benefits associated with use of that product. Ownership of the product gives a sense of pride and satisfaction to the consumer and, therefore, the product should be properly designed, colored and packed. **F (✗) Product Mix**
- Programmed decisions are decisions that are relatively unstructured; occur much less often than a non-programmed decision. **F (✗) Non-programmed decision**
- Promotion mix identifies the path or the route through which goods are transferred from sellers to buyers. The seller may sell directly to the buyer or through intermediation of wholesalers and retailers. More than one channel of distribution can be adopted at the same time. **F (✗) Channel Mix**
- Successful managers recognize the importance of combining both the science and the art of management as they practice their activities. **T (✓)**
- The concept of motivating jobs relates to Job design. Job design affects employee productivity, motivation and satisfaction. Job design is a conscious effort to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives. **T (✓)**

- The final step in rational decision making is recognizing and defining the decision situation. **F (X) first**
- The first step in the decision making process is evaluating each of the alternatives. Each alternative is evaluated in terms of its feasibility, its satisfactoriness, and its consequences. **F (X) third**
- The horizontal dimensioning refers to the extent to which an organization uses vertical levels to separate job responsibilities. The horizontal dimensioning is directly related to the concept of the scalar relationship—that is, the chain of command. **F (X) The vertical dimensioning**
- The more systematically you analyze the problem or idea to be communicated, the clearer it becomes. This is the first step toward effective communication. **T (✓)**
- The rational model of decision making views decision makers evaluate all aspects of the decision situation logically and rationally they can effectively eliminate uncertainty to achieve a decision condition of certainty. **T (✓)**
- The rational model of decision making views decision makers have complete information about the decision situation and possible alternatives. **T (✓)**
- The vertical dimensioning of an organization refers to the extent to which firms use lateral subdivisions or specialties within the organization. Overall, to build organizations vertically, organizations establish departments. A department is a unique group of resources established by management to perform some organizational task. **F (X)**
- To Business organization, management functions would enable the organization to use its resources effectively and efficiently. **T (✓)**
- To help managers become better interpersonal communicators, new training techniques are constantly being developed and evaluated. **T (✓)**
- To society, management ensures and organize as the mobilization of national resources to achieve macro-economic and social goals. **T (✓)**
- Verbal communication is sharing information without using words to encode thoughts. Factors commonly used to encode thoughts in verbal communication are gestures, vocal tones, and facial expressions. **F (X)**

## الجزء الثاني

### Objectives of Human resource management (HRM):

- 1) **Societal Objectives:** To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization .
- 2) **Organizational Objectives:** To recognize the role of HRM in bringing about organizational effectiveness. HRM is only means to achieve to assist the organization with its primary objectives .
- 3) **Functional Objectives:** To maintain department's contribution and level of services at a level appropriate to the organization's needs .
- 4) **Personal Objectives:** To assist employees in achieving their personal goals, at least in so far as these goals enhance the individual's contribution to the organization.



### Managerial Functions of Human resource management (HRM):

- 1) **Planning:** Plan and research about wage trends, labor market conditions, union demands and other personnel benefits. Forecasting manpower needs etc.
- 2) **Organizing:** Organizing manpower and material resources by creating authorities and responsibilities for the achievement of organizational goals and objectives.
- 3) **Staffing:** Recruitment & Selection
- 4) **Directing:** Issuance of orders and instructions, providing guidance and motivation of employees to follow the path laid-down.
- 5) **Controlling:** Regulating personnel activities and policies according to plans. Observations and comparisons of deviations



### Purpose of Job Analysis:

- **Recruitment & Selection:** Recruitment precedes job analysis. It helps HR to locate places to obtain employees. It also helps in better continuity and planning in staffing in the organization.
- **Training & Development:** Training and development programs can be designed depending upon job requirement and analysis. Selection of trainees is also facilitated by job analysis .
- **Job Evaluation:** Job evaluation means determination of relative worth of each job for the purpose of establishing wage and salary credentials. This is possible with the help of job description and specifications; i.e. Job Analysis .
- **Remuneration:** Job analysis also helps in determining wage and salary for all jobs .
- **Safety & Health:** Job Analysis helps to uncover hazardous conditions and unhealthy environmental factors.



### Techniques of Job Design:

- 1) **Work Simplification:** The job is broken down into small parts and each part is assigned to an individual. To be more specific, work simplification is mechanical pacing of work, repetitive work processes, working only on one part of a product, predetermining tools and techniques, restricting interaction amongst employees, few skills requirement.
- 2) **Job Rotation:** When incumbents become bore of routine jobs, job rotation is an answer to it. Here jobs remain unchanged, but the incumbents shift from one job to another. On the positive side, it increases the intrinsic reward potential of a job because of different skills and abilities needed to perform it.
- 3) **Job Enlargement:** It means expanding the number of tasks, or duties assigned to a given job. Job enlargement is naturally opposite to work simplification. Adding more tasks or duties to a job does not mean that new skills and abilities are needed. There is only horizontal expansion.

