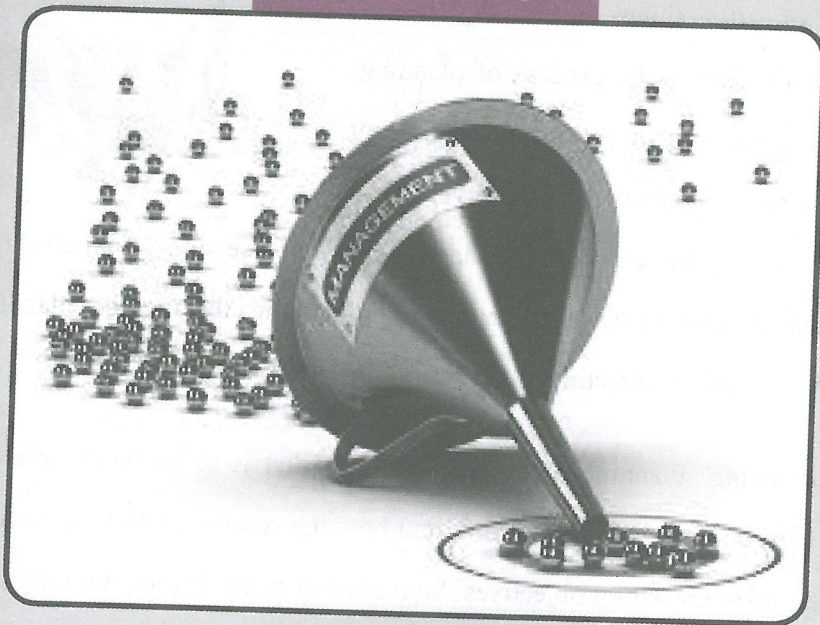


Introducing Management

Unit 1



Objectives

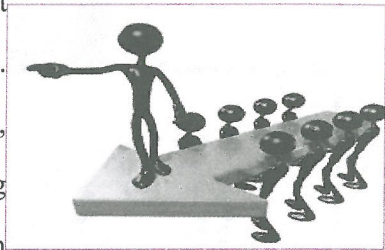
In this unit, you will learn briefly about the:

- definition of management
- concepts of management
- current status of the discipline
- differences between management and administration

Introducing Management

Definition of Management

Management¹ can be defined as the art and skill of getting things done through others. It is also defined as the process of planning, **organizing, staffing, directing**, and controlling activities to accomplish the **objectives** of an



organization by the use of people and **resources**. The second definition shows that management is a systematic process of doing things that includes planning, organizing, staffing, directing, and controlling.

Planning: Planning means determining what is to be done, how and where is to be done, who is to do it, and how the results are to be evaluated. Planning includes setting objectives, **formulating** rules, developing programs, timing, and **budgeting**.

Organizing: Organizing means identification and grouping the activities and dividing them among the individuals. It consists of setting objectives and identification of the necessary activities, **delegation** of **authority, coordination** of activities, **assignment** of **duties**, and division of activities among different **departments**.

1. The **bold red words** are technical terms in Management. They are practiced at the end of each unit.

I. Find a synonym for each of the following items in the passage.

- | | | |
|-----------------|---------------------|----------------------|
| 1. do:..... | 2. goals:..... | 3. consists of:..... |
| 4. tested:..... | 5. developing:..... | 6. people:..... |
| 7. giving:..... | 8. power:..... | 9. sections:..... |

II. Check true or false.

1. Management means making others work.

True ☐ False ☐

2. Management uses resources to reach the objectives of an organization.

True ☐ False ☐

3. Planning is just deciding on the objectives of an organization.

True ☐ False ☐

4. Delegation of authority means coordinating the activities.

True ☐ False ☐**III. Complete the following sentences based on the passage.**

1. Management is a
- systematic
- process which has stages.

2. Whatever is done in an organization should be based on the
- planning
- .

3. If authority is delegated to a person, he/she is given to do some activities.

4. In both planning and organizing, we have the objectives.

Staffing: Staffing is the process of the **acquisition**, developing, motivating, and **maintenance** of human resources. It includes determining the quality and quantity of **employees**, **recruiting** new staff, selecting the best candidates,

placing the right man for the right job, developing new skills, knowledge and **competency**, **motivating** the employees, and **evaluating** them.

توجيه

Directing: Directing includes those activities which are related to guiding and **supervising subordinates**. It consists of supervising the subordinates, communicating the information, providing effective **leadership**, and motivating employees.

Controlling: Controlling is the process of **monitoring** activities to ensure that they are being done as they should. It consists of setting the **performance** standards, measuring the actual performance, comparing the actual performance with the standard, analyzing **deviations**, and taking **corrective** actions if necessary.

I. Find a synonym for each of the following items in the passage.

- | | | |
|------------------|--------------------|---------------------|
| 1. hiring:..... | 2. keeping:..... | 3. workers:..... |
| 4. ability:..... | 5. assessing:..... | 6. monitoring:..... |
| 7. good:..... | 8. guarantee:..... | 9. problems:..... |

II. Check true or false.

1. Staffing is directly related to all the organizational resources.

True ☐ False ☐

2. Directing is a top-down process.

True ☐ False ☐

3. Deviation can be defined as any performance which does not match standards.

True ☐ False ☐

III. Complete the following sentences based on the passage.

1. Finding new people to work in a company is called recruiting.
2. After recruitment, the employees' skills, knowledge, and competency should be developed.
3. Those who have lower positions and less authority in an organization are called subordinates.
4. If a deviation is observed in actual performance, corrective actions must be taken.

Concepts of Management

The **components** in the definition of management show that management covers different concepts. Each concept focuses on a certain aspect of this activity. Therefore, it is not correct to define management based on one aspect. In what follows, different concepts of management are explained in detail.

Functional concept: Management is the task of planning, coordinating, motivating, and controlling the efforts of other individuals towards the **goals** and objectives of the organization. According to this concept, management is what a manager does (planning, executing, and controlling).

Human relation concept: According to this concept, management is the art of getting things done through and with people in organized groups. It is the art of creating an **environment** in which individuals can cooperate to reach certain goals.

Leadership and decision-making concept: According to this concept, management is the art and science of preparing, organizing, directing human efforts to control the forces, and using the materials of nature for the benefits to man.

Productive concept: According to this concept, management may be defined as the art of ensuring maximum **efficiency** with a minimum effort and providing the best services. (مربحی)

Integration concept: According to this concept, management is the coordination of human and material resources for **achieving** organizational objectives.

I. Find a synonym for each of the following items in the passage.

- | | | |
|------------------------|------------------------|---------------------|
| 1. parts:..... | 2. so:..... | 3. completely:..... |
| 4. tries:..... | 5. doing:..... | 6. building:..... |
| 7. work together:..... | 8. effectiveness:..... | 9. reaching:..... |

II. Check true or false.

1. The function of management is reaching some goals and objectives.

True ☐ False ☐

2. Human relation concept is mostly related to staffing.

True ☐ False ☐

3. Productivity is different from efficiency.

True ☐ False ☐

4. Integration and coordination are synonymous.

True ☐ False ☐

III. Complete the following sentences based on the passage.

1. Management functions start with planning, go on with executing, and ends in controlling.
2. Based on the human relation concept, an organization objectives are reached by coordination among members.
3. Productivity in management means highest efficiency with minimum effort.
4. There are two types of resources: human and material.

The Status Quo

Since management is a multidimensional activity and it has different concepts, its current **status** among other fields of study is not so clear. For some experts, it is seen as a science because it is based on some tested theories. Others view management as an art since it needs **creativity** and **innovation**. Finally, a third group call it a profession because it needs formal education. Each of these views has its own version of the reality. In what follows, each view will be explained in detail.

Management as a science: Management as a science has a systematized body of knowledge, **concepts** and **principles**. Management deals with different problems and issues by using quantitative models and decision-making techniques to arrive at right decisions. As a science, management contains concepts, hypothesis, theories, and experimentation to clarify the cause and effect relationship between many facts or events.

Management is body of knowledge with theories, concepts, principles, and functions that are systematically and logically analyzed. The theories related to management are **applicable** and used in all types of organization. However, the method may vary according to the situation of the organization and time.

All the managerial knowledge and practices are developed through various observations and experiments that are based on research and experiment. This makes management a social science not a pure science.

Management as an art: Management includes the activities of planning, organizing, direction, decision-making, **regulating**, and **integration** of all resources that requires special skill and art. It is believed that management is the art of getting things done through others. Management enables a manager to get things done through employees.

In some cases, managers should perform non-programmed and non-routine work by using creativity and innovation. They must apply their interest, ability, and skills for solving issues through decisions that need their creativity. In such cases, managers must have both practical knowledge and theoretical one to make creative and innovative decisions according to the situations.

Management as a profession: Management is a **profession** that needs **specialization**. As a professional activity, managers should have academic **qualifications** and personal qualifications. Management as a discipline includes research, observation, and practice through formal education. At work,

managers must follow ethical codes in their practices since as members of a professional organization they have **responsibility** towards society.

I. Find a synonym for each of the following items in the passage.

- | | | |
|---------------------|----------------------|------------------|
| 1. present: | 2. newness: | 3. solves: |
| 4. has: | 5. make clear: | 6. usable: |
| 7. differ: | 8. different: | 9. needs: |
| 10. problems: | 11. expertise: | 12. duty: |

II. Check true or false.

1. Management is a discipline with different aspects.

True ☒ False ☐

2. Management cannot solve its problems with the scientific method.

True ☐ False ☐

3. Getting things done through others needs creativity and innovation.

True ☒ False ☐

4. For managing an organization professionally, experience is more important than academic qualifications.

True ☐ False ☒

III. Complete the following sentences based on the passage.

1. Management can be seen as a , and

2. The scientific method helps managers to clarify relations between

3. Management as a science is a science not a one.

4. Management as an art works with the managers' and

5. A person who has a university degree in management is qualified

6. Ethical codes make managers towards society.

Management vs. Administration

For some experts, there is another term that can be used instead of management. The term is “**administration**”. Some others think that management is a wider term than administration and they have different **functions**. In what follows, the three views about the relationship between management and administration are presented.

Management and administration are synonymous: According to this view, there is no distinction between management and administration. The only difference is that management is a specialized activity used in social **institutions** while administration is used in government **sectors**.

Management is a wider term than administration: Management experts of UK claim that management is wider than administration and it includes higher meaning than that of administration. In other words, management includes administration and administration is just an **implementing agency**.

Management and administration are different functions: Based on this view, administration has a thinking or determining function. It relates with formulation of plans and objectives. It considers **public** opinion, government policies, social

and external factors for taking decisions. It is used in government sectors for planning and organizing. Therefore, it is a top-level activity. Management, however, has an executive function. It considers decisions influenced by values, opinions, and beliefs. It is used in private sectors for directing and controlling. Therefore, it is an operative level activity.

I. Find a synonym for each of the following items in the passage.

- | | | |
|--------------------|---------------------|------------------------|
| 1. for:..... | 2. difference:..... | 3. organizations:..... |
| 4. sections:..... | 5. state:..... | 6. covers:..... |
| 7. executing:..... | 8. people:..... | 9. ideas:..... |

II. Check true or false.

1. There is no full agreement about the relationship between management and administration.

True ☐ False ☒

2. Administration is mostly used in public sectors.

True ☒ False ☐

3. For the UK experts, management is a subcategory of administration.

True ☐ False ☒

4. Based on the third view, administration happens before management.

True ☐ False ☒

III. Complete the following sentences based on the passage.

1. There are two sectors in every society:and

2. Based on the second view, administration is the part of management.

3. Based on the third view, planning happens in and executing happens in

4. In terms of level, administration isbut management is level activity.

Exercises

1. Translate the following technical terms into Persian.

New Word , Pronunciation, & Definition	Translation
achieve /ə'tʃi:vɪŋ / to reach sth successfully
acquisition /ækwi'zɪʃən/ the process of gaining sth
administration /əd,mɪnə'streɪʃən/ managing a company
agency /'eɪdʒənsi/ a business that provides a particular service
applicable /æplɪkəbəl/ sth that is related to a situation
assignment /ə'saɪnmənt/ a piece of work
authority /ə'θɔ:reɪti/ power
budget /'bʌdʒət/ the money that is available to an organization
competency /kəm'petənsi/ the ability to do sth well

component /kəm'pounənt/ a part of sth
concept /'kɒnsept/ an idea of how sth is
coordination /koo'ɔːdə'neɪʃən/ the organization of people or things
corrective /kə'rektɪv/ intended to make sth right
creativity /kri'eɪ'tɪvəti/ the ability to make new things or ideas
delegation /,dele'geɪʃən/ the process of giving power to someone else
department /dɪ'pɑːtmənt / a part of a company
deviation /,di'vi'eɪʃən/ a difference from what is acceptable
direct /dɪ'rekt/ to control or guide
duty /'duːti/ an obligation
efficiency /ɪ'fɪjənsi/ the quality of doing sth well
employee /ɪm'plɔɪi/ a worker
environment /ɪn'vaɪrənmənt/ the people and things that are around you
evaluate /ɪ'væljueɪt/ to assess

execute /'eksəkjʊ.t/
to implement	
formulate /fɔːrmjʊleɪt/
to develop sth such as a plan	
function /'fʌŋkʃən/
the role that sb or sth plays	
goal /gəʊl/
an aim	
implement /'ɪmpləmen/
to take action	
innovation /ɪnə'veɪʃən/
a new idea	
institution /ɪnstɪ'tuːʃən/
a large organization	
integration /ɪnte'greɪʃən/
the combining of two or more things	
leadership /'liːdəʃɪp/
the position of being the leader of a group	
maintenance /meɪntənəns/
the act of keeping sth	
management /'mænɪdʒmənt/
the activity of controlling and organizing the work	
monitor /'mɒnɪtər/
to carefully watch and check a situation	
motivate /'mɒtɪveɪt/
to make sb willing to work hard	
objective /əb'dʒektɪv/
a goal	

organization /ˌɔ:rgənə'zeɪʃən/ a company
organize /ˌɔ:rgənaɪz/ to arrange
performance /pə'fɔ:rməns/ the act of doing a piece of work
principle /'prɪnsəpəl/ the basic idea
profession /prə'feʃən/ a job that needs a high level of education
public /'pʌblɪk/ ordinary people in a country
qualification /ˌkwɔ:lɪfə'keɪʃən/ a skill or personal quality
recruit /rɪ'kru:t/ to find new people to work in a company
regulating /'regjələtɪŋ/ controlling an activity by rules
resource /rɪ'sɔ:rs/ all the money, property, skills available to use
responsibility /rɪˌspɔ:nsə'bɪləti/ a duty
sector /'sektər/ a part of an area of activity
specialization /ˌspeʃələ'zeɪʃən/ expertise
staff (v) /stæf/ to provide the workers for an organization

status /'steɪtəs/

the current situation

subordinate /sə'bɔːrdənət/

in a less important position

supervise /'suːpəvaɪz/

to be in charge of an activity or person

2. Match the items in column A with the items in column B. There is one extra item in column B for each set.

Column A	Column B
1) direct ()	a. a section in an organization
2) authority ()	b. an aim
3) department ()	c. the act of gaining sth
4) objective ()	d. a duty sb must do
5) acquisition ()	e. to control sth
6) assignment ()	f. to hire sb for a specific job
	g. the people in charge of a company

Column A	Column B
1) evaluate ()	a. the position of a person in a firm
2) component ()	b. sb who is paid to work
3) status ()	c. to judge how good sth is

4) **execute** ()

d. to be the reason why sb does sth

5) **employee** ()

e. to do sth that has been carefully planned

6) **implement** ()

f. a part of a whole

g. to make changes that officially decided

3. Fill in the blanks with the given words. There is one extra word in each set.

management / staff / organization / resources / budget / department / recruit

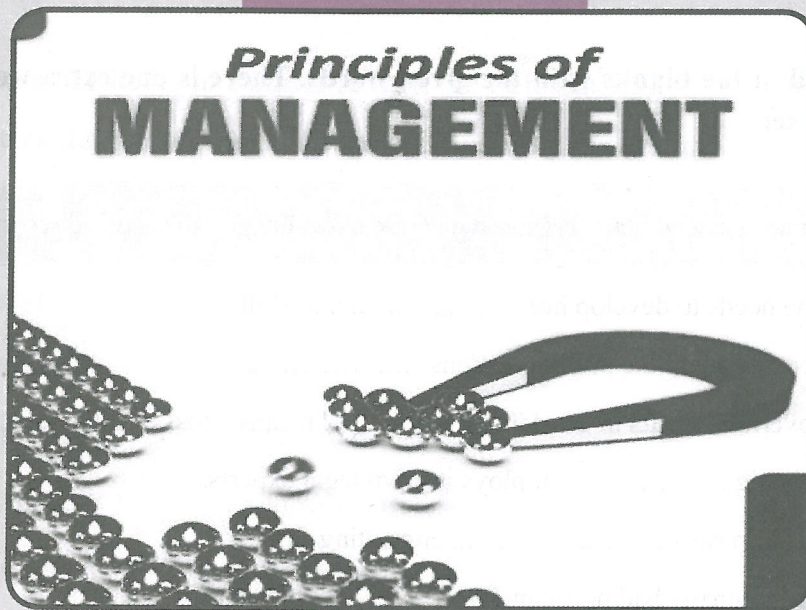
1. She needs to develop her skills.
2. Vera works in the public relations
3. Government cuts in the defense means a loss of 2000 jobs.
4. This big employs its own legal experts.
5. Franklin runs a consulting firm.
6. The company had no financial for hiring new staff.

profession / motivate / subordinate / leadership / deviation / environment / sector

1. Women hold only positions in the military forces.
2. The company had failed to provide a safe for its workers.
3. The main source of work here is public..... employment.
4. Many graduates can enter accounting now.
5. He took office in January and quickly established his..... style
6. This plan has been designed to the staff to work hard.

Principles of Management

Unit 2



Objectives

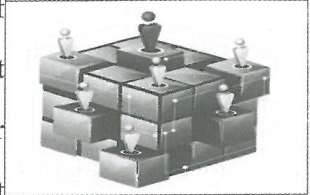
In this unit, you will learn briefly about the:

- the nature and importance of management principles
- Taylor's scientific principles of management
- principles of scientific management
- Fayol's administrative management theory
- Max Weber's principle of bureaucratic theory

◆◆ Principles of Management

Nature of Principles in Management

A principle is defined as a rule or belief that governs personal **behaviors**. It is a truth that serves as the **foundation** for a system of beliefs or behaviors. It is also a fundamental statement that establishes a cause and effect **relationship** between two or more **variables**. There are two types of principles: **descriptive** principles and **prescriptive** principles. Descriptive principles describe the relationship between variables and prescriptive principles indicate what a person should do to achieve his goals.



In management, principles are flexible and change with changes in environment. Therefore, they cannot be viewed as final truth. Management principles are relative and are applied according to the needs of a particular organization. In fact, principles should be applied according to the needs, places, periods of time, and social **culture**.

I. Find a synonym for each of the following items in the passage.

- | | | |
|----------------|-----------------------|-----------------------|
| 1. idea:..... | 2. determines:..... | 3. plays a role:..... |
| 4. basis:..... | 5. sentence:..... | 6. show:..... |
| 7. so:..... | 8. not absolute:..... | 9. specific:..... |

II. Check true or false.

1. Our behaviors and beliefs determine our principles.

True ☐ False ☒

2. Descriptive principles determine what is and prescriptive ones determines what should be.

True ☐ False ☐

3. In management, principles are written once and for all.

True ☐ False ☐

III. Complete the following sentences based on the passage.

1. Principles determine ourand

2. The purpose of prescriptive principles is

3. The variables that make principles relative are
....., and

Importance of Principles of Management

Like any other **fields**, principles play a very important role in any organization. The following are the main reasons that highlight the importance of the principles in management:

Improving efficiency of managers: Management principles provide **guidelines** for doing work with greater efficiency. These principles help managers to take a more realistic view of different **managerial** problems and to direct human behavior **effectively**.

Improving the art of management: Management principles improve the art of management by suggesting how things should be done to get good results in

an efficient manner. These principles provide a means of organizing knowledge and **experience** in management.

Promoting further research: The network of management principles represents a key area for doing research studies. These principles provide the organization with new ideas, imagination, and **vision**.

Training managers: Management principles provide a **conceptual** framework for systematic **training** and development of future managers. New techniques of management training make training programs more meaningful and **efficient**.

Evaluating the managers: Management principles prescribe what one should do to improve things in some ways. These principles attempt to prescribe and evaluate the behavior of the managers of the organization.

I. Find a synonym for each of the following items in the passage.

- | | | |
|-------------------|------------------------|----------------------|
| 1. focus on:..... | 2. effectiveness:..... | 3. make better:..... |
| 4. shows:..... | 5. important:..... | 6. outlook:..... |
| 7. mental:..... | 8. try:..... | 9. assess:..... |

II. Check true or false.

1. Some managerial problems needs guidelines to be solved.

True ☐ False ☐

2. Management principles just provide knowledge not the required experience.

True ☐ False ☐

3. Management principles are used for both training and evaluating purposes.

True ☒ False ☐

III. Complete the following sentences based on the passage.

1. Principles are some for doing things efficiently.

2. The purpose of research in the field of management is providing,
....., and

3. For training future managers, principles act as a

4. Management principles have both descriptive and roles.

Taylor's Scientific Principles of Management

Scientific management concept: The concept of "scientific management" is one of the principles of management that was suggested by the father of management, Fredrick Taylor. When Tylor was working in a steel company, he noticed that there were much disorder and **wastage** of resources at his work place. The managers and **staff** had no concept about systematic and efficient performance of task and all were following traditional ways of doing work. Therefore, he tried to remove these problems through the development of new concept. Thus the scientific management concept was developed. His contributions are as follows.

1. *Scientific task setting:* Taylor observed that the management did not know exactly the **volume** of work that was to be performed by the workers

during a fixed period of time, working day. He proposed “scientific task setting” to make a worker do a **quantity** of work in a working day.

2. *Differential **payment** system*: Under this system, workers were paid based on their efficiency and **productivity**. This system made the workers try more to raise the standard of their output, to perform more **tasks** than before, and to use the waste time.

3. *Scientific **recruiting** and training*: Staff and workers should be selected and **employed** on a scientific basis. Management should develop and train workers by providing proper knowledge and training to increase their skills and make them effective.

4. *Economy*: An efficient **cost accounting** system should be followed to control the costs and minimize or eliminate the wastage.

5. *Mental revolution*: Taylor argued that both management and workers should try to understand each other instead of quarreling for **profits** and **benefits**.

I. Find a synonym for each of the following items in the passage.

- | | | |
|----------------------|------------------|------------------|
| 1. understood:..... | 2. workers:..... | 3. old:..... |
| 4. delete:..... | 5. amount:..... | 6. done:..... |
| 7. suggested:..... | 8. force:..... | 9. improve:..... |
| 10. activities:..... | 11. good:..... | 12. omit:..... |

II. Check true or false.

1. Fredrick Taylor was a person who first started the science of management.

True ☒ False ☐

2. Scientific task setting is qualitative in nature.

True ☐ False ☒

3. Differential payment system motivates managers to make staff work.

True ☐ False ☒

4. The purpose of scientific recruitment is increasing the number of staff.

True ☐ False ☒

5. Mental revolution for Taylor meant mutual understanding between managers and workers.

True ☒ False ☐

III. Complete the following sentences based on the passage.

1. The two elements of scientific task setting are volume of the work and quantity.

2. The purpose of differential payment system is increasing and

3. The purposes of every efficient cost accounting system are and

4. By mental revolution, Taylor proposed instead of thinking of personal

Principles of Scientific Management

The principles of scientific management can be stated in this way:

1. Replacing the rule of thumb with science: This principle requires the scientific study and analysis of each **element** of job. For example, the scientific selection of employees requires that they are selected based on facts rather than

on opinions and beliefs.

2. *Harmony in group activities:* Taylor has emphasized **harmony** among employees and **employer** to reach common goals instead of fighting for more profits.

3. *Cooperation:* **Cooperation** between management and staff is the major foundation of scientific management. It creates a sense of mutuality through which maximum profit can be guaranteed.

4. *Development of employees:* **Personnel** management must be backed up by scientific selection of employees and proper training. Efforts should be made to develop each employee to achieve efficiency and prosperity.

5. *Maximum output:* Taylor was more concerned about continuous increase in production and productivity by using resources properly to bring higher profits and better benefits to the employer and employees.

I. Find a synonym for each of the following items in the passage.

- | | | |
|------------------|-------------------|---------------------|
| 1. needs:..... | 2. ideas:..... | 3. focused on:..... |
| 4. similar:..... | 5. main:..... | 6. makes:..... |
| 7. highest:..... | 8. staff:..... | 9. supported:..... |
| 10. good:..... | 11. worried:..... | 12. nonstop:..... |

II. Check true or false.

1. Personnel recruitment is an element of a job.

True ☐ False ☐

2. Fighting for more profit is a common goal of an organization.

True ☐ False ☒

3. Development of personnel goes beyond their recruitment.

True ☒ False ☐

4. Maximum output is just beneficial to employees.

True ☐ False ☒

III. Complete the following sentences based on the passage.

1. A method based on practical experience is called a rule of

2. The recruitment of employees can be done through facts or efficiency

3. Sense of mutuality can be created through cooperation between managers and staff.

4. For maximum output, resources should be used properly

Fayol's Administrative Management Theory

Henry Fayol was an industrialist who developed the **administrative** theory. He is also known as father of general management. In 1928, he published his classic book on general and industrial administration, which explained the first complete theory of management. He emphasized some principles of general management that are presented below:

1. *Division of work*: This principle focuses on dividing the total task into some parts and allocating them to different individuals to promote specialization and efficiency in both technical and managerial levels.

2. *Authority and responsibility*: Authority means to give order whereas responsibility means **obligations** to perform work in the directed and desired manner. Authority and responsibility are co-existed and lead to **responsive** behavior and efficiency.

3. *Discipline*: **Discipline** implies obedience, respect, and **regulations** that are necessary for running the organizations, supervising the staff, and having a system of **reward** and **punishment**.

4. *Unity of command*: Subordinates should receive **orders** from a single superior at a time and all subordinates should be **accountable** to that superior. More superiors leads to confusion, delay and so on.

5. *Unity of direction*: One plan must be formulated for a group of activities. It guarantees that the efforts of the manager and the staff are directed towards achievement of a common goal.

6. *eSpirit de corps* : This term includes two principles, namely union is strength and team **spirit** is the most essential factor. There should be cooperation and teamwork among members of the organization. The managers should always try to ensure harmony among the subordinates.

I. Find a synonym for each of the following items in the passage.

- | | | |
|--------------------|-----------------|-------------------|
| 1. full:..... | 2. :giving..... | 3. increase:..... |
| 4. expertise:..... | 5. power:..... | 6. duties:..... |

7. accountable:..... 8. rules:..... 9. prize:.....
 10. penalty:..... 11. responsive:..... 12. results in:.....
 13. mood:..... 14. necessary:..... 15. guarantee:.....

II. Check true or false.

1. Division of work leads to personnel's specialization.

True ☒ False ☐

2. Authority and responsibility are synonymous.

True ☐ False ☒

3. Discipline has a negative meaning.

True ☐ False ☒

4. All superiors should be accountable to just one subordinate.

True ☐ False ☒

III. Complete the following sentences based on the passage.

1. Division of work means dividing of a part of a complete task to individuals based on their

2. Responsive behaviors are the results of both سودا and سودا

3. Unity of command prevents and

4. eSpirit de corps includes two principles of and

7. Equity: Subordinates should be treated with **justice, equity**, and kindness so that there cannot be نپوتزم and فیتزم in selection of workers to promote friendly environment among subordinates, and between superiors and subordinates.

8. *Centralization*: It implies concentration of authority at the top level.

Centralization and **decentralization** should be correctly decided.

9. *Scalar chain*: It refers to chain of superiors ranging from the top **ranks** to low ranks in an organization. It determines the clear line of authority from top to bottom that links managers at all levels.

10. *Order*: It refers to arrangement of resources in the organization. It implies right place for everything and focuses on proper use of physical, natural, **capital**, and organizational resources.

11. *Stability of ^{مآلة}tenure*: It takes time to learn and get a job. Therefore, reasonable time should be provided for all employees for getting better results.

Stability of employees promotes teamwork and **loyalty** to the organization.

12. *Initiative*: It means eagerness to start action without being asked to do so. It is a powerful motivator of human behavior and is a source of strength for the organization.

13. *Payment*: Payment to employees should be reasonable. Management must ensure a fair reward for the work and decide the equitable method of calculating wages.

14. *Superiority of organizational interest*: Personal **interest** must be discarded and general interest must be maintained since organization's interest can lead to individual's interest.

I. Find a synonym for each of the following items in the passage.

- | | | |
|----------------------|------------------------|----------------------|
| 1. sameness: | 2. suggests: | 3. straight: |
| 4. levels: | 5. identifies: | 6. connects: |
| 7. points to: | 8. correct: | 9. steadiness: |
| 10. increases: | 11. willingness: | 12. fair: |
| 13. balance: | 14. payment: | 15. ignored: |

II. Check true or false.

1. Nepotism or favoritism creates a friendly environment among the subordinates.

True ☐ False ☐

2. Scalar chain is the chain of superiors ranging from low to top.

True ☐ False ☐

3. "Order" refers to the command given by the superiors.

True ☐ False ☐

4. Personal interest guarantees organization's interest.

True ☐ False ☐

III. Complete the following sentences based on the passage.

1. The practice of unfairly giving the best jobs to members of your family is called

2. Centralization is the reverse process to

3. "Order" is mostly related to the

4. The period of time when someone has an important job is called

5. The willingness to take action without waiting for someone to tell you is called

Max Weber's Principle of Bureaucratic Theory

Max Weber, the German sociologist, suggested a theory related to authority structure and relations - principle of **bureaucracy**. According to him, bureaucracy is the formal system of organization and administration that is designed to ensure efficiency and effectiveness. He suggested an ideal model for management as **bureaucratic** approach. In a book, he explained the basic principles of bureaucracy as:

1. *Job specialization*: Jobs are divided into simple, routine, and fixed category based on competence and functional specialization.
2. *Authority hierarchy*: Officers are organized in a hierarchy in which higher officers control lower position holders, i.e. superiors control subordinates.
3. *Formal selection*: All organizational members are to be selected based on technical qualifications and competence demonstrated by training, education, or formal examination.
4. *Formal rules and regulations*: To ensure uniformity and to regulate actions of employees, managers must depend heavily upon formal organizational rules and regulations.
5. *Impersonality*: Rules and controls are applied uniformly, avoiding involvement with personalities and preferences of employees. Nepotism and favoritism are not preferred.

I. Find a synonym for each of the following items in the passage.

- | | | |
|-------------------------|--------------------|---------------------|
| 1. power:..... | 2. guarantee:..... | 3. the best:..... |
| 4. classification:..... | 5. ability:..... | 6. chosen:..... |
| 7. degrees:..... | 8. shown:..... | 9. discipline:..... |
| 10. so much:..... | 11. official:..... | 12. similarly:..... |

II. Check true or false.

1. The purpose of bureaucracy is efficiency.

True ☐ False ☐

2. There are no criteria for assigning work to the staffs.

True ☐ False ☐

3. Rules and regulations regulate the members' actions.

True ☐ False ☐

4. Impersonality means nepotism and favoritism.

True ☐ False ☐

III. Complete the following sentences based on the passage.

1. Max Weber's theory is called

2. Subdivisions of a whole tasks are, and.....

3. A system of organization in which people or things are divided into levels of importance is called a

4. The personnels' qualifications are classified based on and

5. The rationale of organizational rules and regulations are

6. Having a preference for certain employees is called

◆ Exercises

1. Translate the following technical terms into Persian.

New Word , Pronunciation, & Definition	Translation
accountable /ə'kauntəbəl/ responsible for sth
accounting /ə'kauntɪŋ/ the work of checking financial accounts
administrative /əd'mɪnɪstreɪtɪv/ relating to managing a company
allocate /'æləkert/ to use sth for a particular purpose
benefit /'benɪfɪt/ extra money that you get as part of your job
bureaucracy /bjʊ'rɑ:k्रेसi/ a complicated official system
bureaucratic /bjʊrə'krætɪk/ involving a lot of complicated official rules
centralization /sentrələ'zeɪʃən/ organizing the control of an organization in one place
conceptual /kən'septʃuəl/ based on ideas
cooperation /kou'ɑ:pə'reɪʃən/ working with each other
cost /kɒst/ expense

culture /'kʌltʃər/ the beliefs accepted by people in a society
decentralization /diːˌsentərələˈzeɪʃən/ moving from a central place
descriptive /dɪˈskriptɪv/ giving a description of sth
discipline /ˈdɪsɪplən/ controlling peoples' behaviors
effectively /ɪˈfektɪvli/ in a way that produces good result
efficient /ɪˈfɪʃənt/ without wasting time, money, or energy
element /ˈelɪmənt/ one part of a whole system, plan, or piece of work
employ /ɪmˈplɔɪ/ to pay sb to work for you
employer /ɪmˈplɔɪər/ a person who works for a company
equity /ˈekwɪti/ a situation in which all people are treated equally
experience /ɪkˈspɪəriəns/ knowledge or skill that you gain from doing a job
favoritism /ˈfeɪvərɪtɪzəm/ treating one person better than others
field /fiːld/ a subject of study or an area of activity
foundation /faʊnˈdeɪʃən/ a basic idea or principle that sth develops from

guideline /'gaɪdlaɪn/ rules or instructions about the best way to do sth
harmony /'hɑ:məni/ working together without fighting
hierarchy /'haɪə'rki:/ a system of organization based on levels of importance
interest /'ɪntrɪst/ benefit
justice /'dʒʌstɪs/ fairness in the way people are treated
loyalty /'lɔ:lti/ the quality of being faithful
managerial /mænə'dʒɪriəl/ relating to the job of a manager
nepotism /'nepətɪzəm/ the act of giving the jobs to members of your family
obligation /ɔ:blə'geɪʃən/ a duty to do sth
order /'ɔ:rdə/ sequence
payment /'peɪmənt/ an amount of money that must be paid
personnel /pɜ:rsə'nel/ the people who work in a company
prescriptive /prɪ'skriptɪv/ saying how sth should or must be done
productivity /prɒ'dʌk'tɪvəti/ the rate at which goods are produced

profit /'prɒ:fɪt/	money that you gain by selling things or doing business
promote /prə'məʊt/	to help sth to develop or increase
prosperity /prɒ:'sperəti/	when people have everything needed for a good life
punishment /'pʌnɪʃmənt/	sth that is done as a fine
quantity /'kwɒ:ntəti/	an amount of sth
rank /ræŋk/	the level that sb holds in an organization
recruit /rɪ'kru:t/	to find new people to work in a company
regulation /,regjʊ'leɪʃən/	an official rule or order
relationship /rɪ'leɪʃənʃɪp/	the way in which two or more things are connected
responsive /rɪ'spɒ:nsɪv/	responsible
reward /rɪ'wɔ:rd/	prize
spirit /'spɪrɪt/	the way sb feels at a particular time
stability /stə'bɪləti/	the condition of being steady
staff (n) /stæf/	the people who work for an organization

task /tæsk/ a piece of work that must be done
tenure /'tenjʊə/ the period of time when sb has an important job
train /treɪn/ to teach sb the skills of a particular job
variable /'veriəbəl/ likely to change often
vision /'vɪʒən/ the ability to see the future
volume /'vɒljəm/ the total amount of sth
wastage /'weɪstɪdʒ/ useless things remaining after use

2. Match the items in column A with the items in column B. There is one extra item in column B for each set.

Column A	Column B
1) bureaucracy (d)	a. controlling others to obey the rules
2) cooperation (f)	b. treating people fairly
3) discipline (a)	c. instructions about the best way to do sth
4) equity (b)	d. a complicated official system with a lot of rules
5) favoritism (g)	e. to teach sb the skills of a particular job
6) guidelines (c)	f. working together to achieve a common goal
	g. treating a person better than others unfairly

Column A	Column B
1) loyalty (g)	a. the production rate in relation to time and work
2) nepotism (d)	b. the way sb feels in a particular time
3) productivity (s)	c. the ability to see sth before it happens
4) spirit (b)	d. the act of give a job to some people unfairly
5) tenure (f)	e. an official rule or order
6) vision (c)	f. the time when sb has an important job
	g. the state of remaining faithful to sth

3. Fill in the blanks with the given words. There is one extra word in each set.

administrative / conceptual / culture / efficient / employ / field / interest

1. A company trusts its employees and have an open corporate
2. The exhibition has generated a great deal of
3. For twelve years, he held various posts in the organization..
4. We must work towards the more use of all human resources.
5. Solving the problem requires a framework.
6. There are so many theories in the of management.

obligation / payments / promoted / quantity / regulations / reward / volume

1. Employers have an to treat all employees equally.

2. Helen was to senior manager last month.
3. Because of its high of sales, the company can keep prices low.
4. Your work has improved in and quality this term.
5. He was supposed to make of \$250 a month.
6. Under the new, all staff must have safety training.