

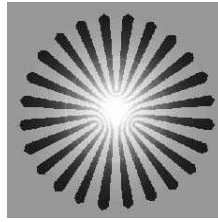
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**English in
Public Administration
For MA Students**

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Table of Contents

	Page Number
Preface	6
Study Guide	6
Unit One: Emerging Ethical Issues in an Organization	9
General Aims	9
Behavioral Objectives	9
1.1 Vocabulary	10
1.1.1 Key Words	10
1.1.2 General Words	14
1.1.3-4 Vocabulary Exercises	17
1.2 Reading	19
1.2.1-3 Comprehension Questions	24
1.3 Translation Practice	29
Unit Two: The Impact of Information System on Organization	30
General Aims	30
Behavioral Objectives	30
2.1 Vocabulary	31
2.1.1 Key Words	34
2.1.2 General Words	35
2.1.3-4 Vocabulary Exercises	35
2.2 Reading	38
2.2.1-3 Comprehension Questions	42
2.3 Translation Practice	45

Unit Three: Horizontal Organization Structures	47
General Aims	47
Behavioral Objectives	47
3.1 Vocabulary	47
3.1.1 Key Words	47
3.1.2 General Words	53
3.1.3-4 Vocabulary Exercises	54
3.2 Reading	56
3.2.1-3 Comprehension Questions	60
3.3 Translation Practice	64
Unit Four: Appraising Performance	66
General Aims	66
Behavioral Objectives	66
4.1 Vocabulary	67
4.1.1 Key Words	67
4.1.2 General Words	72
4.1.3-4 Vocabulary Exercises	75
4.2 Reading	77
4.2.1-3 Comprehension Questions	81
4.3 Translation Practice	85
Unit Five: Managing Total Quality	86
General Aims	86
Behavioral Objectives	86
5.1 Vocabulary	87
5.1.1 Key Words	87

5.1.2 General Words	91
5.1.3-4 Vocabulary Exercises	94
5.2 Reading	95
5.2.1-3 Comprehension Questions	99
5.3 Translation Practice	103
Unit Six: Managing Conflict	105
General Aims	105
Behavioral Objectives	105
6.1 Vocabulary	106
6.1.1 Key Words	106
6.1.2 General Words	110
6.1.3-4 Vocabulary Exercises	112
6.2 Reading	114
6.2.1-3 Comprehension Questions	118
6.3 Translation Practice	122
Unit 7 Strategic Management Process	124
General Aims	124
Behavioral Objectives	124
7.1 Vocabulary	125
7.1.1 Key Words	125
7.1.2 General Words	130
7.1.3-4 Vocabulary Exercises	132
7.2 Reading	135
7.2.1-3 Comprehension Questions	144
7.3 Translation Practice	148
Unit Eight: Related Approach to Leadership	150

General Aims	150
Behavioral Objectives	150
8.1 Vocabulary	151
8.1.1 Key Words	151
8.1.2 General Words	155
8.1.3-4 Vocabulary Exercises	158
8.2 Reading	160
8.2.1-3 Comprehension Questions	165
8.3 Translation Practice	169
Appendix 1: Answer Key	170
Appendix 2: Word List	187

In the Name of God

Preface

This book has been designed to develop reading skills of public administration; to expand your students' vocabularies as a step towards reading, understanding, and using similar English public administration self-study textbooks.

Authentic reading passages have been taken from recent English public administration books. Care has been taken to include various topics related to different branches of public administration in order to acquaint students with a variety of passages. Moreover, not only, there are different vocabulary exercises for the benefit of students, but also, different kinds of reading comprehension exercises are intended to help students enhance their reading comprehension ability. At the end of each unit, short passages related to the same topic have been provided which should be translated into Persian.

Since this book is designed for self- instruction study, Appendixes I and II provide answers to all questions and exercises. In addition, a word list of English- Persian equivalent has been provided to assist students for their reading comprehension sections.

Study Guide

The purpose of this volume is to increase the reading skills of administration and management majors, and to help them become autonomous readers in their field of study. This book is divided into four units, and each unit consists of three parts.

Part One: Vocabulary

Key Words

This part includes the definitions and examples of key words and phrases that are supposed to be necessary to review and learn before reading the main passage of each unit.

General Words

This part includes the definitions and exemplifications of general words of the main passage. Student should read this part carefully, and then do the vocabulary exercises of each unit.

Part Two: Reading Comprehension

The reading passages are preceded by a number of questions. These pre-reading questions will help students to think about the answers as they read the passages. Moreover, a careful reading becomes easier when students have a mental framework or background of what they are expected to read.

The reading passages have been selected from recent management books. Effort has been made to include various topics related to different branches of management and administration in order to acquaint students with different kinds of related passages.

Units are built from the relatively simple to more difficult texts so students can develop their knowledge of vocabularies and concepts as they progress through the book.

There are three kinds of comprehension questions in each unit.

1. True-false Questions

These questions direct students' attention to key points in each passage and check students' understanding of the contents.

2. Multiple-choice Questions

These questions check students' overall understanding of stated and implied facts and points in the passage.

3. Open-ended Questions

These questions check students' understanding of the text. Some of these questions can

be answered by direct reference to individual sentences or paragraphs, while others require a thorough comprehension of the passages.

Part Three: Translation

There is an increasing demand for students to become familiar with the translation skills. The final part of each unit is provided with short passage. Students are supposed to read the passages carefully and then translate them into fluent Persian.

Appendixes:

Appendix I: Answer Keys

Since this book is designed for self- instructional study, students must do the exercises themselves. But they can check the answers to all the questions in Appendix I.

Appendix II: Word List

The English-Persian word-list at the end of the book includes the definitions of all the important key and general words used in this book.

References

Unit One

Emerging Ethical Issues in an Organization

General Aims

This unit has been designed to help you learn a number of crucial key words of ethical issues in an organization and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of ethical issues in organization.

Behavioral Objectives

After carefully reading this unit, you are expected to:

1. Define the meaning of the following key words, general words, and do the exercises 1.1.3 and 1.1.4.

1.1.1. Key Words

candid, compliance, corporate, corruption, depose, depose, dilemma, emerge, ethic, ethics, ethical, fairness, fraud, governance, impose, insider trading, invasion, investors, loan, scrutiny, shareholder, stakeholder, transgression, transgress, warranty, withholding

1.1.2. General Words

abuse, allude, anonymous, cumbersome, depletion, dignity, diligent, disclosure, disposal, dump, inspect, opt out, post, rip something down, rupture, scandal, sewage, shortcoming, sort out, stance, substantially, vouch for something

2. Do the comprehension exercises 1.2.3 and 1.2.4.
3. Translate passage 1.3 into Persian.

1.1 Vocabularies: Definitions and exemplifications

1.1.1 Key words

Read through this selection and learn to recognize these keys words in sentences.

candid

adj

truthful and straight forward; frank

Ex: the manager responses were remarkably **candid**.

compliance

n

the act or fact of obeying a rule , agreement or law

In **compliance** with our managers, they were chosen for the second time.

corporate

adj

shared by or involving all the members of a group

Ex: we have to change the **corporate** structure to survive.

corruption

n

dishonest or illegal behavior especially from someone
with power

The company has been accused of **corruption** and abuse of power.

depose

v

to remove or ruler or political leader from their position of
power; remove from office suddenly and forcefully

He had been *deposed* by the decisions of executive committee

dilemma

n

a situation in which you have to make a difficult choice between actions which are equally bad .

They are in a **dilemma** about whether to move or not.

emerge

v

appear or come out from somewhere

More details of the plan **emerged** at yesterday's meeting.

ethics

adj.

moral rules or principles of behavior for deciding what is right and wrong

Some of the executives are highly respected for their professional **ethics**.

ethical

adj

relating to principles of what is right and wrong.

The company's high **ethical** standards are incredible.

fairness

n

the quality of being fair

In *fairness*, they don't think he meant for it to happen.

fraud

n

the illegal action of deceiving people in order to gain money, power etc. ; larceny

He was finally exposed as **a fraud**.

governance

n

the way that a city, company, etc is controlled by the people who run it

They have very different approaches to the **governance** of the city.

impose

v

force something unwelcome to be accepted or put in place .

The new law **imposes** fines on the company's managers who break the regulations

insider trading

n

the crime of buying and selling company stock at a profit using secret information known only by people who work within the company

He was accused of being insider trading for a long time of period.

invasion

n

a situation in which someone tries to find out about another person's private affairs in a way that is upsetting and illegal

Random drug testing of employees is an unwarranted **invasion** of privacy.

investor

n

economics someone who gives money to a company, business or bank in order to get a profit back.

This company advises small **investors**.

loan

n

an amount of money that you borrow from a bank or financial institution.

The companies makes **loan** to small businesses you pay a fix rate of interest on some banks loans.

rock

v

to make the people in a place or an organization feel very shocked or surprised especially because they have to

The university was **rocked** by the scandal.

scrutiny

n

careful and through examination of someone or something

There will be a closer **scrutiny** of tax return.

shareholder

n

someone who owns stock in a business stockholder.

They are the **shareholders** of a big global company.

stakeholder

n

someone who has invested money into something

He is one of the **stakeholders** in a big business company.

transgression

n

violation of the rules of social behavior

Transgression of moral behavior is not acceptable by many people and society.

transgress

adj.

to do something that is against the rules of social behavior
or against a moral behavior or against moral principles

Those who **transgress** the rules will be punished.

warranty

n

a written guarantee issued to the purchase of an
article by its manufacturer

As your factory is under warranty, you are suggested to check its different parts.

withholding tax

n

when tax payments are taken away from one's salary

before he or she receive it

It is an obligatory action for different offices under government control take **withholding** tax and sent directly to the government as partial payment of income tax.

1.1.2 General Words

Read through this selection and learn to recognize general words in sentences.

abuse

n

the use of something in a way that it should not be used

The environment cannot cope with our **abused** of air, water and land.

allude

v

to mention something or someone in an indirect way .

He is interested in hearing more about the technology you **allude** to a minute ago.

anonymous

adj.

not known by name

A member of the office staff, who asked to remain **anonymous** ,gave us the information .

anonymous

n

the ability to make your own decision without being
influenced by anyone else ;independence

Economic **autonomy** is still a long way off for many women.

cumbersome

adj

a slow and difficult process

The system is too **cumbersome** and expensive.

depletion

n

reducing the amount of something good or necessary,
so that there is not enough

The **depletion** of natural resources is not a good sign for human being.

dignity

n

the ability to behave in a calm controlled way
even in a difficult situation

They bore the difficulties with **dignity**.

diligent

adj.

carefully and thoroughly done

Diligently, the teacher has done his research during two years.

disclosure

n

a secret that someone tells people or the act of
telling this secret

The secret **disclosure** has been very embarrassing for the president.

disposal

n

the act of getting rid of something

The disposal of hazardous waste is one of the responsibilities of government .

dump

v

to make something very simple, so that anyone can understand it

They are **dumped** down the TV news so much it's not worth watching anymore.

inspect

v

to examine something carefully in order
to find out more about it .

They hired someone to **inspect** their document for fairness.

opt out

phr. v

to choose not to do something or not to become
involved in something that other people are doing

He can't just **opt out** of all responsibility for your own work.

post

v

to put up a public notice about something.

The managers have **posted** warning at the entrance the office.

rip something down

phr. v

to remove something quickly and violently

using your hands.

He **ripped down** his clothes and dove into the pool

rupture

n

an occasion when something suddenly breaks

apart or bursts; sudden harmful change in a situation;

Children experience a parent's death as a **rupture** in their lives

scandal

n

behavior or event, often involving famous people

that are considered to be shocking or not moral

The **scandal** of poverty in our richest city is incredible.

sewage

n

the mixture of waste from the human body and used

water that is carried away from house by sewers

Raw **sewage** was being pumped into the bay.

shortcoming

n

a fault in someone's character or abilities or in a

production, systematic that make something less successful .

The situation made him aware of his own **shortcoming**.

sort out

phr. v

to successfully deal with a problem or difficult situation .

He's still trying to **sort out** his personal life,

stance

n

the attitude of a person or an organization toward something

The company has taken a tough **stance** on contract negotiations.

substantially

adv.

very much or lot; considerably

The basic decision of the committee has been changed **substantially**.

vouch

v

to say that you firmly believe that something is true

or good because of your experience or knowledge of it

I can **vouch for** the quality of his work.

1.1.3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. anonymous
2. approve
3. autonomy
4. candid
5. cumbersome
6. diligent
7. ethical

Column II

- () a. independence1.
- () b. truth.ful
- () c. a slow and difficult process
- () d. not known by name
- () e. to accept a plan
- () f. a long and carefully organized trip
- () g. Someone who gives money

- | | |
|---------------------|--|
| 8. expedition | to a company |
| 9. fraud | () h. Carefully and thoroughly done |
| 10. insider trading | () i. careful and thorough |
| 11. opt out | examination of someone or something |
| 12. scrutiny | () j. violation of the social behavior rules |
| 13. transgression | () k. larceny |
| 14. warranty | () L. to choose not to do something |
| | () m. the crime of buying and company
stock at a profit using secret information |
| | () n. a legal document signed by a judge |
| | () o. considerably |
| | () p. relating to principles of
what is right or wrong |

1.1.4. Vocabulary Exercises:

Fill in the blanks with the appropriate words from the list below. There are more options than required.

websites, pollution, violations, directors, abuse rights, honesty, premise,
corruption, ethical , decency , shareholders, privacy , issues,
responsibility, leadership

1. Today's, most human being consider standard in every aspect of their life.
2. It was the responsibilities of ethical to establish norms and the importance of ethical behavior.
3. Setting the company's moral tone is closely related to executive's and straight forwardness.

4. Every organization should treat their employees with respect and
5. When the senior management makes proper decisions it must be in the best interest of and stake holders.
6. Even if the board of Involved in illegal action indirectly, they are accused of wrong doing.
7. Online is an important topic in both ethical and management issues.
8. Advertising on That have on posed privacy policies are refused by some companies.
9. Ethical relates to individuals and Their decisions and behaviors.
10. Ethical leadership based on a by which leaders serve as role models for others in an organization.
11. Sarbanes – Oxley Act imposes server new assessment devices to punish corporate and accounting
12. Ethical issues in information technology concern individual to privacy and individual abuse of this facility.

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. How can an ethical leadership be expected in an organization?
2. In what ways information privacy and information technology are related to you?
3. What are three emerging ethical issues in business today?
4. How can the task environment be described in an organization?
5. What are the ethical areas of social responsibilities?

1.2 Reading

Emerging Ethical Issues in Organizations

Ethical scandals have become almost commonplace in today's world. Ranging from business to sport to politics to the entertainment industry, these scandals have rocked stakeholder confidence and called into question the moral integrity of our society. But at the same time, it is important to remember that most women and men today conduct themselves and their affairs with nothing but the highest ethical standard. Hence, as we summarize several emerging ethical issues in organizations, it is important to remember that one cannot judge everyone by the transgressions of a few.

Ethical Issues in Corporate Governance

A related area of emerging concern relates to ethical issues in corporate governance. The board of directors of a public corporation is expected to ensure that the business is being properly managed and that the decisions made by its senior management are in the best interest of shareholders and other stakeholders. But, in far too many cases, the recent ethical scandals alluded to above have actually started with a breakdown in the corporate governance structure. For instance, WorldCom's board approved a personal loan to the firm's CEO, Bernard Ebbers, for \$366 million, when there was little evidence that he could repay it. Likewise, Tyco's board approved a \$20 million bonus for one of its own members for helping with the acquisition of another firm.

But boards of directors are also increasingly being criticized even when they are not directly implicated in wrongdoing. The biggest complaint often relates to board independence. Disney, for instance, faced criticism on this front for years. Several key members of the firm's board of directors were from companies that do business with Disney, and others are longtime friends of former Disney CEO Michael Eisner. The concern was that Eisner may have been given more autonomy than might otherwise be warranted because of his various relationships with board members. Although board members need to have some familiarity with both the firm and its industry to function effectively, they also need to have sufficient independence to carry out their oversight function. And increasingly, corporate boards are creating strict rules dictating governance standards that provide a separation of authority between the board and the CEO.

Ethical Issues in Information Technology

A final set of issues that has emerged in recent times involves information technology .Among the specific questions in this area are individual rights to privacy and the potential abuse of information technology by individuals. Indeed, online privacy has become a hot topic, as companies sort out the ethical and management issues. Double Click, an online advertising network, is one of the firms at the eye of the privacy storm. The company has collected data on the habits of millions of web surfer s, recording which sites they visit and which ads they click on. Double Click insists the profiles are anonymous and are used to better match surfers with appropriate ads. However, after the company announced a plan to add names and addresses to its database, it was forced to back down because of public concerns over invasion of online privacy.

Double Click is not the only firm gathering personal data about people's internet activities. People who register at Yahoo !are asked to list data of birth ,among other details .Amazon .com , eBay ,and other sites also ask for personal information as internet usage increases ,however ,surveys show that people are troubled by the amount of information being collected and who gets to see it .

One way management can address these concerns is to post a privacy policy on the website .the policy should explain exactly what data the company collects and who gets to see the data .It should also allow people a choice about having their information shared with others and indicate how people can opt out of data collection .Disney IBM ,and other companies support this position by refusing to advertise on websites that have no posted privacy policies.

In addition, companies can offer web surfers the opportunity to review and correct information that has been collected, especially medical and financial data. In the office world, consumers are legally allowed to inspect credit and medical records .In the online world, this kind of access can be costly and cumbersome because data are often spread across several computer systems. Despite the technical difficulties, government agencies are already working on internet privacy guidelines, which mean that companies will need internal guidelines .training and leadership to ensure compliance.

Social Responsibility and Organizations

As we have seen, ethics relates to individuals and behaviors .organizations themselves do not have ethics, but to relate to their environment in ways that often involve ethical dilemmas and

decisions .These situations are generally referred to within the context of the organization's social responsibility .Specially, social responsibility is the set of obligations an organizations has to protect and enhance the societal context in which it function.

Areas of Social Responsibility

Organizations may exercise social responsibility toward their stakeholder, toward the natural environment, and toward general social welfare .Some organizations acknowledge their responsibilities in all three areas and strive diligently to meet each of them, whereas others emphasize only one or two areas of social responsibility. And a few acknowledge no social responsibility at all.

Organizational Stakeholders

The task environment is described as comprising those elements in an organization's external environment that directly affect the organization in one or more ways. Another way to describe these same elements if from the perspective of *organizational stakeholders*, or those people and organizations that are directly affected by the practices of an organization and have a stake in its performance.

Most companies that strive to be responsible to their stakeholder concentrate first and foremost on three main groups: customers, employees, and investors, they then select other stake holders that may be particularly relevant or significant to the organization and then attempt to address the need s and expectations of those stakeholder s as well.

Organizations that are responsible to their customers strive to treat them fairly and honestly. They also seek to charge fair prices, to honor warranties, to meet delivery commitments, to advertise and promote their products in an honest and truthful manner, and to stand behind the quality of the product s they sell. Companies that have established excellent reputations in this area include L.L Bean, Lands' End, Dell Computer, and Johnson & Johnson.

Organizations that are socially responsible in their dealings with employees treat their workers fairly, make them a part of the team, and respect their dignity and basic human needs .organizations such as 3M Company, Hoescht AG, SAS Institute, and Southwest Airlines have

all established strong reputations in this area. In addition, they go to great lengths to find, hire, train and promote qualified minorities.

To maintain a socially responsible stance toward investors, managers should follow proper accounting procedure, provide appropriate information to shareholder about the financial performance of the firm, and manage the organization to protect shareholder rights and investment. Moreover they should be accurate and candid in their assessment of future growth and profitability, and avoid even the appearance of improprieties involving such sensitive areas as insider trading, stock price manipulation, and the withholding of financial data.

The Natural Environment

A second critical area of social responsibility relates to the natural environment .not long ago ,many organizations indiscriminately dumped sewage ,waste products from production .and trash into streams and rivers , into the air ,and on vacant land .when Shell Oil first explored the Amazon river basin for potential drilling sites in the late 1980s , its crews ripped down trees and left a trail of garbage in their wake .Now ,however ,many laws regulate the disposal of waste materials.

In many instances, companies themselves have become more socially responsible in their release of pollutants and general treatment of the environment. For example, when shell launched its most recent exploratory expedition into another area of the Amazon Basin, the group included a biologist to oversee environmental protection and an anthropologist to help the team interact more effectively with native tribes.

Still, much remains to be done. Companies need to develop economically feasible ways to avoid contributing to acid rain, global warming, and depletion of the ozone; Layer, and to develop alternative method of handling sewage, hazardous waste and ordinary garbage. Procter &Gamble, for example, is an industry leader in using recycled materials for containers'. Hyatt Corporation established a new company to help recycle waste products from its hotels .Monsanto is launching an entire new product line aimed at improving the environment with genetically engineered crops. Ford has also announced its intention to create a new brand to develop and market low-pollution and electrically powered vehicles. The internet is also seen as having the

potential to play an important role in resource conservation, as many e-commerce businesses and transactions are reducing both energy costs and pollution.

Companies also need to develop safety policies that cut down on accidents with potentially disastrous environmental results. When one of Ashland Oil's storage tanks ruptured several years ago, spilling more than 500,000 gallons of diesel fuel into Pennsylvania's Monongahela River, the company moved quickly to clean up the spill but was still indicted for violating U.S. environmental laws. After the Exxon oil tanker Valdez spilled millions of gallons of oil off the coast of Alaska, the firm adopted new and more stringent procedures to keep another disaster from happening.

General Social Welfare some people believe that, in addition to constituents and the environment responsibility, business organizations also should promote the general welfare of society. Example include contributing financially to charities, philanthropic organizations, and not-for-profit foundations and associations; providing other support (such as buying advertising space in programs) to museum, symphonies, and public radio and television and taking a role in improving public health and education. Some people also believe that organizations should act even more broadly to correct the political inequities that exist in the world .For example; these observers would argue that business should not conduct operation in countries with a record of human rights violations. Thus they stand in opposition to companies doing business in China and Vietnam. The business of ethics illustrates an organization that is dedicated especially to promoting the general social welfare.

Comprehension Questions

1.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

1. The moral integrity of our society is not very related to ethical standards.
2.Some of the most famous senior manager's unethical scandals increased the

scrutiny directed at all executives.

3.Since leaders serve as role model for others, their actions are not under scrutiny.
4. According to Sarbanes – Oxley Act, the truth fullness and fairness of firm’s financial disclosures are required.
5. There is no relationship between corporate governance and ethical issues.
6. The senior management decisions must be made due to the interest of shareholders and stakeholders.
7.Respect for the natural environment is a key part of social responsibilities.
8.Ethical issues in corporate governance are not very new emerging area.
9.Regarding public Concerns over invasion of online privacy, Double Click company has not given permission to add web surfers names and addresses to its database.
10.Web surfers can have access to inspect the data in the offline world as well as the online world.
11.Ethical dilemmas and decision relates to organization environment.
12.All organizations accept social responsibilities.
13.The needs and expectations of those stockholders who may be relevant or important to the organization must be addressed.
14.Developing different methods of dealing with sewage, dangerous wastes, and ordinary garbage are among the social responsibilities of companies.
15.Philanthropic organizations do not need any financial contribution.

1.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. According to the passage, ethical scandals began with a breakdown in the corporate governance.....

- a. action b. structure c. fraud d. premise
2. In fact, the unethical behavior of senior manager enhanced the directed to all executives.
- a. scrutiny b. feasibility c. integrity d. responsibility
3. In order to support the and truthfulness, CEOs are required to set the company's moral tone.
- a. disclosure b. rapture c. expedition d. honestly
4. According to SOA, the company has been accused of and abuse of power.
- a. sewage b. authority c. corruption d. autonomy
5. To provide a clear separation of authority between the board and the CEO, corporate boards are going to create strict rules which dictate standards.
- a. corporation b. premise c. governance d. transaction
6. The..... leadership help to establish norms and a culture that highlight the significance of ethical behavior.
- a. director b. investment c. invasion d. ethical
7. According to the passage, the founder of Enron became the iconic image of corporate disregard for shareholder welfare and managerial conduct.
- a. financial b. moral c. structural d. unethical
8. According to Sarbanes-Oxley Act, CEO's and CFO's are required to for the decency of their firm's financial disclosures.
- a. pass b. remember c. expect d. vouch
9. It seems that the board member of Disney firm needs to have enough to carry out their oversight function.
- a. privacy b. inspection c. independence d. issue
10. According to the passage, Disney CEO Michael Eisner, may have been given more because of his various relationship with board members.
- a. foundation b. autonomy c. compliance a. profile

11. Three sets of ethical issues emerged recently involve corporate governance and information technology.
- a. association b. credit c. commitment d. leadership
12. It was mentioned that the corporate governance structures have encountered a breakdown regarding ethical
- a. scandals b. loans c. involvement d. corporation
13. Although, the online advertising network insists to bop the web surfers profile, the company was not allowed to add their name and addresses to web surfer's personal data.
- a. hazardous b. significant c. anonymous d. disastrous
14. Regarding public concern over of online privacy, online network are not permitted to have access to web surfers personal data.
- a. invasion b. depletion c. transaction d. collection
15. Organizational stakeholders are people and organization to whom an organization should be
- a .diligent b. responsible c .social d. internal
16. Ethics in an organization's environment involve ethicaland decisions.
- a. aspects b. issues c. dilemmas d. profile
17. In order to be responsible to their stakeholder, most companies concentrate on customers, employees and
- a. product b. investors c. environment d. managers
18. The followings show the responsibilities of an organization to their customers except one.
- a. To be fair, honest and seek to charge fair prices.
- b. To meet delivery commitment and be honest.
- c. To advertise and promote their product in a truthful manner
- d. To stand against the quality of the sold products.

19. Social responsibility in organization with regard to their employees deal withexcept one.
- behaving their workers fairly.
 - making them a part of a team.
 - promoting and establishing qualified price.
 - respecting their dignity and basic human needs.
20. In order to support a social responsible standpoint towards investors, managers should take the following steps except one.
- Following proper accounting procedures.
 - Providing appropriate information to shareholders about the financial performance of the firm.
 - Increasing the scrutiny directed to all executive, employees, customers and policies.
 - Managing the organization to protect shareholder rights and investments.

1.2.3 Open – ended Questions

Answer the following questions

1. What was the biggest complaint of Disney relating to its board independence?
2. What was the purpose of government to pass the Sarbanes Oxley Act?
3. What were the troubles that people face regarding to their internet activities?
4. What should privacy policy do on the website?
5. What does internet privacy guidelines mean?
6. What kind of opportunities web surfers can be offered for using online information?
7. Who are organizational stake holders?
8. In what areas organization can accept their responsibilities?

9. Discuss the ways of task environment in an organization?
10. Name the elements that show the responsibility of an organization of their customers?
11. What is the relationship between the companies social responsibility regarding natural environment?
12. How can the social responsibilities of companies be met?

1-3 Translation Practice

Translate the following passage into Persian. Use a dictionary if necessary.

Social Responsibility and Corporate Governance

When you read and hear about business ethics failures and poor corporate social responsibility, issues relating to **corporate governance** are often raised. The term refers to the active oversight of management decisions and company actions by boards of directors. Businesses are required by law to have a boards of directors that are elected by stockholders to represent their interests. The government exercised by these boards most typically involves hiring, firing, and compensating the CEO; assessing strategy; and verifying financial records. The expectation is that board members will hold management accountable for ethical and socially responsible leadership.

It is tempting to think that corporate governance is a clear-cut way to ensure that organization exhibit social responsibility and that their members always act ethically. But the recent financial crisis and related banking scandals show once again that corporate governance can be inadequate and in some cases ineffective. Where, you might ask, were the boards when such situations were first developing?

When corporate failure and controversies occur, weak governance often gets blamed. And when it does, you will sometimes see government stepping in to try to correct things for the future. In addition to holding hearings, as in the case of "bail-out" loans to U. S. automakers and the banks, governments also pass laws and establish regulating agencies in attempts to better control and direct business behavior. The Sarbanes-Oxley Act, mentioned earlier, was passed in response to public outcries over major ethics and business scandals. Its goal is to ensure that top managers properly oversee and are held accountable for the financial conduct of their organizations.

Even as one talks about corporate governance reform and the accountability of top management, it is important to remember that all managers must accept personal responsibility for doing the "right" things. It might be called the need for ethics self-governance in day-to-day work behavior. It is not enough to fulfill one's performance accountabilities; they must be fulfilled in an ethical and socially responsible manner. The full weight of this responsibility holds in every organizational setting, from small to large and from private to non-profit, and at every managerial level from top to bottom. There is no escaping the ultimate reality- being a manager at any level is a very socially responsible job!

Unit Two

The Impact of Information System on Organization

General Aims

This unit has been designed to help you learn a number of crucial key words of impact of information system on Organization and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of.

Behavioral Objectives

2.1. After carefully reading this unit, you are expected to:

Define the meaning of the following key words, general words, and do the exercises 2.1.3 and 2.1.4.

2.1.1. Key Words

access, asset, billing, break down, database, data processing, defects, flatter, frame, information management system, information system, information technology, integration, inventory record, output, outsourcing, payroll, performance, simulation, turnover

2.1.2. General Words

assist, barriers, alert, counterpart, discrepancy, diverse, linkage, mainstream, outright, proactive, prominent

2.2. Do the comprehension exercises 2.2.3 and 2.2.4.

2. 3. Translate passage 2.3 into Persian.

2.1 Vocabularies: Definitions and exemplifications

2.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

access

v

the action or process of obtaining or retrieving
information stored in a computer's memory

The company prevents unauthorized **access** or deletion of the file.

asset

n

property owned by a company, regarded as having value
and available to meet debts, commitments or legacies

The company's **asset** includes building, machinery, and computer equipment.

billing

n

the process of making out or sending invoices

Computers provide faster and more accurate order fulfilment and **billing**.

break down

phrasal v

to fail or stop working in a successful way

Negotiations **broke down** after only two days.

database**n**

a place where information on a particular subjects is stored in a computer system and organized so that you can find and use it easily

The universities have a large **database** of over 14 million book titles.

data processing**n**

a series of operations on data, especially by a computer, to retrieve, transform, or classify information

In large companies, everyday a large amount of **data processing** are done by computer under the control of expertise teams.

defects**n**

shortage, deficiency

All the products are tested for **defects** before they leave the factory.

flatter**adj.**

not interesting or not viewed better over a period of time

Home prices are **flatter** for the past years because of economic conditions.

frame**v**

to organize and develop a plan, system etc.

The manager played a central role in **framing** the new policy.

information management system**np**

a computerized information processing system designed to support the activities of company or organizational management

Most companies have access to **information management system** in order to improve their activities.

information system**np**

A computerized **payroll** system was invented by the department to make employees' payment easy.

performance

n

how well or badly people do a particular job or activity

The company's economic **performance** was significant last year.

simulation

n

the activity to produce conditions which are similar to real ones, especially in order to test something, or the conditions that are produced

A computer **simulation** used to train employees who work in information technology department.

transaction processing

np

using computer to deal with the information of doing business

The bank charges a fixed rate for each **transaction** processing.

turnover

n

the rate at which employees leave a workplace and are replaced

The company's **turnover** was objected by government.

2.1.2 General Words

Read through this selection and learn to recognize general words in sentences.

alert

adj.

giving all your attention to what is happening

Taking notes is one of the best ways to stay **alert** in lectures.

assist

v

help, typically by doing a share of the work

He **assisted** him to find an skillful employee for the company.

barriers

n

rule, problem, etc. that prevents people from doing something, or limits what they can do

Their attempts to reduce trade barriers failed, therefore, they tried to find a solution for overcoming the problem.

counterpart

n

someone or something that has the same job or purposes someone or something else in a different place

The companies official are discussing a new trade agreement with their foreigner **counterparts**.

discrepancy

n

a difference between two amounts, details, reports, etc. that should be the same

There were **discrepancy** in the expenses accounts.

diverse

adj.

very different from each other

There are a lot of cities in the world that are culturally **diverse**

linkage

n

a system of links or connection

There are a **linkage** between two companies' employees in terms of exchange of data.

mainstream

n

the most useful ideas or methods, or the people who have these ideas or methods

Environmental ideas have been absorbed into the **mainstream** of company's policy.

outright

adj.

clear, direct, and with no attempt to hide what you think

The report contains several **outright** lies.

proactive

adj.

making changes to improve something before problems happen

The managers are **proactive** in identifying and preventing potential problems.

prominent

adj.

noticeable; famous; important

He was a **prominent** member of the company.

2.1.3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

required.

Column I	Column II
1. alert	() a. connection
2. barriers	() b. deficiency
3. asset	() c. keeping careful watch for possible danger
4. defects	() d. obstacle
5. linkage	() e. property owned by person or company
6. outright	() f. using outside services instead of inside one
7. turnover	() g. well-known and important
8. transaction processing system	() h. to organize and develop a plan, system etc.
9. frame	() i. complete or definite, with no doubt about
10. outsourcing	() j. the entire of stock of a business, including finished product, work in progress
11. prominent	() k. substitutes computer processing for

12. inventory record

manual record keeping procedures a

() l. the amount of money taken by a business
in a particular period

() m. a difference between two amounts, details

() n. involving social groups of equal status

2.1.4. Vocabulary Exercises:

Fill in the blanks with the appropriate words from the list below. There are more options than required.

billing, counterpart, access, discrepancy, assist, openness, barriers,
outright, prominent, performance, inventory record, turnover

1. Managers are satisfied with the of the new employees in their departments.
2. There are no.....winners or losers in the election of their organization.
3. A lack of education is a to many good jobs.
4. The financial manager noticed a between the two signatures of his employees.
5. IT companies needs to discuss the improvement of their product with their foreign
6. Childrento internet must be controlled by their parents and school teachers.
7. He received afor computer devices that he didn't order.
8. The new housing developments areevidence for the growth of every countries' economy.
9. The.....of export and import products during the last years was significant.

10. Today's banking has a lot of.....such as investment on buildings, lands and etc.

Pre-reading Questions

1. What are the criteria of useful information system?
2. What is the relationship between management information system and organizational performance?
3. How organizations can be affected by Information Technology (IT) and its use?
4. Who are the prominent members of top management teams?
5. How IT can break barriers within organization and their environments?
6. What is the role of information systems in organization?
7. What are the three phases of managerial decision making regarding the information?
8. How many steps do managers need to take as problem solvers?
9. What are the roles of Information Management System (IMS)?
10. What are examples of transaction- processing systems within an organization?

2.2 Reading

Information Systems

In order to perform well, people must have available to them the right information at the right time and in the right place. This is the function served by information systems that use the latest in information technology to collect, organize, and distribute data in such a way that they become meaningful as information. Management information systems, or MIS, meet the specific information needs of managers as they make a variety of day-to-day decisions. Today, most companies use a computerized MIS to monitor more than 500 aspects of organizational performance. The system tracks everything from billing accuracy to arrival times and to driver satisfaction with company maintenance on their vehicles. Says CEO Dan England: "Our view was, if we could measure it, we could manage it."

Management Information Systems

Managements (MIS), also called *management reporting systems*, support the day-to-day operational and tactical decision-making needs of managers. MISs are designed to produce information needed for the successful management of a process, department, or business. An MIS provides information that managers have specified in advance as adequately meeting their information needs. Usually the information made available by an MIS is in the form of periodic reports, special reports, and outputs of mathematical simulations.

In the broader sense, management information systems have existed for many years, even before computers. However, in most people's mind, the term MIS implies the use of computers to process data that managers will use to make operational decisions. The information an MIS provides describe the organization or one of its major parts in terms of what has happened in the past, what is happening now, and what is likely to happen in the future.

It is important to note that an MIS is not the same as data processing. Data processing is the capture, processing, and storage of data, whereas and MIS uses those data to produce information for management in making decisions to solve problems. In other words, data processing provides the database of the MIS.

Transaction-processing systems substitute computer processing for manual record- keeping procedures. By definition, transaction processing requires routine and highly structured decisions. It is actually a subset of data processing. Therefore, an organization can have a very effective transaction-processing system and not have an MIS.

Many MISs have been developed for use by specific organizational subunits. Examples of MISs intended to support managers in particular functional areas include operational information systems, marketing information systems, financial information systems, and human resource information systems.

How Information Technology Changing Organization

Organization today are not only using information technology; they are being changed by its use. Information departments or centers are now mainstream features on organization charts, and the CIO (chief technology officer), or CKO (chief knowledge officer) or CTO (chief technology

officer) are prominent members of top management teams. The number and variety of information career fields are rapidly expanding. And IT helps break down barriers.

IT is breaking barriers within organizations by helping people working in different departments, levels and physical locations more easily communicate and share information. The new IT –intensive organizations are "flatter" and operate with fewer levels than their more traditional organizational counterparts; computers replace people whose jobs were devoted primarily to moving information. This creates opportunities for faster decision making, better use of timely information, and better coordination of decisions and actions.

It is also breaking barriers between organizations and key elements in the external environment. It plays an important role in customer relationship management by quickly and accurately providing information regarding customer needs, preferences, and satisfactions. It helps in supply chain management to better manage and control costs everywhere from initiation of purchase, to logistics and transportation, to point of delivery and ultimate use. And it helps maintain linkages with outsourcing clients and other strategic partners.

Information and Managerial Decision

In a book entitled *Judgment: How Winning Leaders Make Great Calls*, scholars and consultants Noel M. Tichy and Warren G. Bennis discuss the importance of what leaders do before a decision is made, while making it, and when implementing it. Information is the center point to all three phases- information helps a leader sense the need for decision, frame an approach to the decision, and communicate about the decision with others. This is why the information competency described at the beginning is so important.

Managers as Information Processors

The manager's job is depicted as a nerve center of information flows. Managers are information processors who are continually gathering, giving, and receiving information. And, this information processing is now as much electronic as it is face to face. Managers use technology at work the way we use it in our personal lives- always on, always connected, whether it be with a computer or smartphone.

In this high- technology context, all of the managerial roles identified by Henry Mintzberg and discussed- interpersonal, decisional, and informational – benefit from new opportunities for communication and information processing. So, too, all aspects of the management process of planning, organizing, leading, and controlling.

- *Planning advantages of IT* - better and more timely access to useful information, involving more people in the planning process.
- *Organizing advantages of IT* – more ongoing and informed communication among all parts, improving coordination and integration.
- *Leading advantages of IT*- more frequent and better communication with staff and diverse stakeholders, keeping objectives clear.
- *Controlling advantages of IT* – more immediate measures of performance results, allowing real-time solutions to problems.

Managers as Problem Solvers

Sometimes it's the big things- how to save General Motors. Other times, it's the smaller, but still consequential, things- how to handle July 4th holiday staffing when everyone on the team wants the day off. And some of the times it's being able to recognize and correct an outright mistake. What we are talking about here is a manager's skill with **problem solving**, the process of identifying a discrepancy between an actual and a desired state of affairs, and then taking action to resolve it.

Success in problem solving comes from using information to make good **decisions**- choices among alternative possible course of action. Managers, in this sense, make decisions while facing a continuous stream of daily problems. The most obvious situation is a **performance threat** in which something is already wrong or has the potential to go wrong. This happens when actual performance is less than desired or is moving in an unfavorable direction. Examples are when turnover or absenteeism suddenly increases in the work unit, when a team member's daily output decreases, or when a customer complains about service delays. Another important situation emerges as a **performance opportunity** that offers the chance for a better future if the right steps are taken. This happens when an actual situation either turns out better than anticipated or offers the potential to do so.

Openness to Problem Solving

Managers often differ in their openness to problem solving, that is, in their willingness to accept the responsibilities it entails. Some are *problem avoiders* who ignore information that would otherwise signal the presence of a performance opportunities or threat. They are passive in information gathering, not wanting to make decisions and deal with problems. Other managers are *problem solvers* who are willing to make decisions and try to solve problems, but only when forced by the situation. They are reactive in gathering information to solve problems after, but not before, they occur. They may deal reasonably well with performance threats, but miss many performance opportunities.

There is quite a contrast between the last two style and **problem seekers**. These managers actively process information and constantly look for problems to solve. True problems seekers are proactive and forward thinking. They anticipate performance threats and opportunities, and they take action to gain the advantage. Success at problem seeking is one of the ways to distinguish exceptional managers from the merely good or even bad ones. Key data revealing the presence of problems apparently was avoided by top management. When the crisis hit, they switched to problem solving. But, customers and shareholders would have been better served by problem seeking managers who were continuously alert and acted to prevent product defects and the need for recalls.

Comprehension Questions

2.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

- 1.....The availability of correct information is necessary for people to work successfully.
- 2.....MIS fulfil the general needs of managers during their organizational activities.
- 3..... Organizations can be changed by means of Information Technology.
- 4.....IT connect people, teams, and departments better than before.

- 5.....IT does not break external barriers as well as barriers within organization.
- 6.....Customer's needs, preferences, and satisfaction are primarily goal of strategic partnership.
- 7.....IT provides an access to keep a link with organizational outside workers and partnership.
- 8.....Communication about the decision making is not as important as the need and frame of approach for a decision.
- 9.....Within the context of high-technology, managerial roles are used by communication and information processing.
- 10.....All aspects of the managerial process have the same advantages of IT.
- 11.....Managers as problem solvers involve in five situations.
- 12.....A performance opportunities offer the chance for a near future with all the right and bad taken steps.
- 13.....Management reporting systems support daily operational and tactical decision making needs of managers.
- 14.....MIS provides information for manager after their needs become specified.
- 15.....MIS can provide information with regard to the organizational major parts in terms of present and future activities.

2.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. Information system use.....to collect, organize and distribute data.

a. job satisfaction	b. information department
c. computer monitor	d. information technology
2. MIS meet the information need of managers indaily.....

a. breaking- barriers	b. organizing- performances
c. making- decisions	d. working- jobs

3. It canbarriers within organization in terms of different departments, levels, and etc.
 a. organize b. remove c. offer d. expand
4. Organization are flatter as IT replaceslevels.
 a. management b. information c. department d. work
5. IT breaks barriers with regard to the customers....., and strategic partners.
 a. teams b. suppliers c. centers d. locations
6. IT based organization provides better information for faster, decision, and actions.
 a. relations b. initiation c. coordination d. expansion
7. According to the passage, customer relationship isby IT connections.
 a. created b. expanded c. maintained d. improved
8. IT connections that deal with control costs, logistics, transportation, delivery, and final use refer tomanagement.
 a. information system b. supply chain
 c. customer relationship d. information department
9. When more things are done by outsourcing and partnership using IT, it refers topartners.
 a. systematic b. initiative c. strategic d. accurate
10. Regarding managers as information processors, they have.....roles.
 a. two b. three c. four d. five
11. According to the passage, a situation in which regular absence from work happens, relates to.....
 a. performance threat b. performance opportunities
 c. decision making d. problem solving
12. Regarding managers' openness to problem solving, those who areare true problem seekers.
 a. operative b. systematic c. initiative d. proactive

13. The distinction between theand merely good or bad managers depends on their success at problem solving.
- a. tactical b. exceptional c. operational d. transactional
14. Mathematical simulationsare one form of information that MIS can make available during management process.
- a. reports b. records c. outputs d. terms
15. Payroll, billing, and inventory record systems are examples ofsystems.
- a. transaction processing b. management information
b. data processing d. information technology

2.2.3 Open – ended Questions

Answer the following questions

1. What is the function of information system?
2. What is the role of management information system in the management process
3. How IT can break barriers within organizations departments?
4. What are the managerial roles as identified by Henry Mintzberg in high-technology context?
5. What is the differences between MIS and data-processing?
6. In what functional areas, MIS intended to support managers within an organization?
7. What kind of information MIS provide for managers?
8. What are the situations in which managers as problem solvers need to make use of their skills?
9. Why the information competency is so important?
10. How do transaction-processing systems work within an organization?

2. 3. Translation

Information and the Internal Environment

Silicon Valley pioneer and Cisco Systems CEO John Chambers once pointed out that he always has the information he needs to be in control- be it information on earnings, expenses, profitability, gross margins, and more. He also said: "Because I have my data in that format, every one of my employees can make decision that might have had to come all the way to the president....Quicker decision making at lower levels will translate into higher profit margins.....Companies that don't do that will be noncompetitive."

Within organizations, people need vast amounts of *internal information* to make decisions and solve problems in their daily work. They need information from their immediate work setting and from other parts of the organization. Internal information flows downward in such forms as goals, instructions, and feedback; it flows horizontally in ways that assist in cross-functional coordination and problem solving; and it flows upward in such forms as performance reports, suggestions for improvement, and even disputes. The ability of IT to gather and move information quickly within and organization –up, down, and horizontal – can be a great asset to decision making. It helps top levels stay informed, while freeing lower levels to make speedy decisions and take the actions they need to best perform their jobs.

Unit Three

Horizontal Organization Structures

General Aims

This unit has been designed to help you learn a number of crucial key words of horizontal organization structures and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of strategic management process.

Behavioral Objectives

After carefully reading this unit, you are expected to:

Define the meaning of the following key words, general words, and do the exercises 3.1.3 and 3.1.4.

3.1.1. Key Words

alliance, boundaryless organization, bug, chain of command, changeover, collaboration, configuration, contractor, cross-functional, disband, empowerment, handle, horizontal organization, integration, lateral, lean, matrix structure, merchandise, morale, outsourcing strategies, overhead, release, shipping, silos, stock, strategic, streamline, structure, teamwork, temporariness, vertical organization

3.1.2. General Words

appeal, boost, convene, flaw, impermanence, instantaneously, mind-set, mobilize

3.1 Vocabularies: Definitions and exemplifications

3.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

alliance

n

an arrangement in which two or more groups or business etc.

are agree to work together to achieve something

The companies have formed an **alliance** to increase the product.

boundaryless organization

np

a boundaryless organization eliminates

internal and external barriers

There are more teamwork and communication in **boundaryless organization** rather than formal authority.

bug

n

a fault in the system of instructions that operates a computer,

defect

In order to get rid of the bugs in the software, the company needs to develop its teamwork for overcoming the problems.

chain of command

n

a system in an organization by which decisions are made

and passed from people at the top of the organization to

lower people down

The new employee is selected in an organization on the basis of **chain of command**.

changeover**n**

a change from one activity , system, or way of working to another

A **changeover** from vertical towards a cross- functional structures are suggested and supported by the top management recently.

collaboration**n**

the act of working together with another person or group to
achieve something, or something produced in this way

The company provide **collaboration** and communication among organizational members to increase empowerment.

configuration**n**

the shape or arrangement of the parts of something,
layout

The **configuration** of organization for boundaryless structure can be viewed as a combination of team and network structures.

contractor**n**

a person or company that agrees to do work or provide
goods for another company

An organization based on a network structure consists of outside **contractors** who provide essential services.

cross-functional**adj p**

something that denote interaction going between things and
joining them to work correctly

A team structure uses **cross-functional** teams to improve lateral relations.

disband**v**

stop existing as an organization, or to make something do
this or cause to break up and stop functioning

The project teams make use of their efforts and talents to solve the problems, then they are

disband after the completed task.

empowerment

n

give a person or organization the official power or
legal right to do something

Today's, spontaneous teamwork give employees lots of **empowerment** which improve their shared knowledge.

handle

v

to do the things that are necessary to complete a job

The problematic network case is being **handled** by a top management.

horizontal organization

adj p

a kind of organization in which people or groups
are at the same level

In a **horizontal organization**, there are a lot of flexibility, empowerment, collaboration, and technology utilization.

integration

n

the combining of two or more things so that they
work together effectively

The **integration** of cross-functional structures pave the ways for better mobilizing human talents.

lateral

adj

relating to the positions, jobs, relationships etc. that are
at the same level or rank

Employees can expect **lateral** moves to different departments, to gain experiences.

lean

n

a lean organization, company etc. uses only as much money

and as many people as it needs, so that nothing is wasted

Since network structures are **lean**, they help organization to remain cost-competitive not to waste more money.

matrix structure

np

an organizational structure in which two or more lines of command, responsibilities, or communication may run through the same individuals

The **matrix structure** provide a situations for improving available human natural abilities within an organizations.

merchandise

n

promote the sale of (goods), especially by their presentation in retail outlets

Today's information technology devices stores offered an interested range of **merchandise**.

morale

n

the level of confidence and positive feeling that people have, especially people who work together, who belong to the same team etc.

An organizational employees' **morales** was high because of improving their confidence and enthusiasm.

outsourcing strategic alliances

np

a contract designed to purchase important services from another organization

On the basis of **outsourcing strategic alliances**, most network organizations make use of agreements to purchase their services from other organizations.

overhead

n

mony spent regularly on rent, insurance, ... and other things that are needed to keep a business operating

Some of organization try to lower their **overhead** in order to run their businesses longer.

release

v

to allow someone not to do their duty or work

Because of rising costs, the company **released** a lot of their workforce.

shipping

n

the price charged for delivering goods

Most shipping companies are busy to send merchandise to customers.

silos

n

a system, process, etc. that operates in
isolation from others

It's vital that team members step out of their **silos** and start working together.

stock

n

a supply of a particular type of thing that a store
has to sell

The company have a huge **stock** of quality drinkable water.

streamline

adj

more efficient and effective system or organization by
employing faster or simpler methods, or free from turbulence

Network structures are **streamlined** because of decreasing the organizations unnecessary expenses along with operating efficiency.

structure

n

construct or arrange according to a plan;
carefully organized, planned, or arranged

The program is **structured** so that there are six ways to overcome its problems.

supplier

n

a company or person that provides a particular product

Iran is many countries' largest **supplier** of oil.

teamwork

n

when a group of people work effectively together

They want to encourage good **teamwork** and communication.

temporariness

n

continuing for only a limited period of time

He was employed on a **temporariness** basis.

vertical organization

adj p

having a structure in which there are top,
middle, and bottom levels

In a **vertical organization**, teams are not serving as the basic building blocks.

3.1.2 General words

Read through these words and learn to recognize these general words in sentences.

appeal

n

an urgent request for something important such as money or help

All the organization involved have sent urgent **appeals** to the government, asking for extra funding.

boost

v

help or encourage something to increase or improve

Since team assignments eliminate the barriers within an organization, this **boost** their identification and involvement.

convene

v

come or bring together for a meeting or activity; assemble

The top management had **convened** for its final plenary session.

flaw

n

a mistake, or weakness that makes something not perfect

There was big **flaws** in their program that makes it unworkable.

impermanence

n

not staying the same forever, temporary

An impermanent arrangement was done by teamwork to find the sources of difficulties.

instantaneously

adv.

happening immediately

By working together, both groups get the value of each other's talents **instantaneously**..

mind-set

v

to make someone feel less worried or anxious

Make sure your boss you'll do the job just to **set his mind** at rest.

mobilize

v

to start to use the things or people you have available
in order to achieve something

The new established company failed to **mobilize** their resources.

3.1.3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. alliance
2. changeover
3. bugs

Column II

- () a. defects
- () b. an arrangement of the part of something
- () c. convoke

- | | |
|---------------------------|---|
| 4. collaboration | () d. temporary |
| 5. configuration | () e. carefully organized, arranged or planned |
| 6. merchandise | () f. act of working together |
| 7. outsourcing strategies | () g. an arrangement in which two businesses |
| 8. convene | agree to work together |
| 9. impermanence | () h. a shift from one activity, system, or way of |
| | working to another |
| 10. structured | () i. goods that are being sold |
| | () j. the practice of using workers from outside |
| | a company |
| | () k. money spent regularly on insurance |
| | () l. the level of confidence |

3.1.4. Vocabulary Exercises:

Fill in the blanks with the appropriate words from the list below. There are more options than required.

collaboration, lean, merchandise, appeal, supplier, shipping, disband
 overhead, integration, horizontal organization, empowerment,
 contractor, chain of command, boundary, vertical

1. Iran is Eastern countries largestof oil.
2. One of the largest companies who manufacture expensive devices tries to lower their overhead.
3. During the economic crisis, most companies have aorganization, so that nothing is wasted.
4. Since he is a new employee in the organization, he is fourth in the

5. Most of the construction businesses is under control of building.....
6. When a vertical management break up their functioning, in other word, it was disbanded.
7. Those who have the authority to manage everything in an organization, they have sufficient
8. On the basis ofthere is no hierarchy between the teams groups and they are at the same of in the organization.
9. Theof individual countries into trading blocs is their ultimate hope.
10. Most customers were satisfied with the way their needs were.....

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. What are the goals of horizontal structures?
2. How team structures within an organization can be used?
3. What is the intention of project teams?
4. How teams can improve the speed and quality of decisions in many situations based on team structures?
5. How network organization can make use of strategic alliance?
6. Based on the network structure example given in the passage, how the merchandise, stock, and shipping were dealt with outsourcing network?
7. What are the advantages of Network Structures?
8. How boundaryless organization can affect the internal and external situations?
9. How organization can use cross-functional teams and project teams in their structrues?
10. How a new real venture might use a network structure to organize its various operations?

3.2. Reading

Horizontal Organization Structures

The matrix structure is a step toward better cross-functional integration in an organization. But it is just one part of a broader movement to organize around more horizontal structures. The goals are to improve communication, collaboration, and flexibility by decreasing hierarchy, increasing empowerment, and better mobilizing human talents. And as traditional vertical structures give way to more horizontal ones, teams are serving as the basic building block.

Team Structures

It's no secret that Microsoft had a bad experience with the functional chimneys problem while developing Windows XP; the product had lots of flaws and was widely criticized. When developing Windows 7, CEO Steve Ballmer made sure that the focus was on collaboration and teamwork both within the firm and between the firm and its customers. He wanted walls limiting communication to be broken down, and he wanted mind-sets focused on the "whole" product, not just on its individual parts. Teamwork was one of the ways to get all this done. Whereas programmers stuck to their silos when working on XP- with the result that the system was full of conflicts and bugs as different devices like printers and graphics cards struggled to work together, Windows 7 was developed in a team –work- intensive way. The team leader for the touch technology in Windows 7 says: "Instead of it being a plan owned by one team, or plan was a part of all the teams."

Organization with team structures make extensive use of both permanent and temporary teams to solve problems, complete special projects, and accomplish day-to-day tasks. Cross-functional teams are often composed of members drawn from different areas of work responsibility. Like the matrix structure, the intention is to break down functional chimney and create more effective lateral relations around and across the organization.

Team structures also make use of many project teams that are convened to complete specific task or "project," such as handle the changeover to a new information system. These project teams are temporary and disband once the task is completed. The intention is to convene a team of people who have the needed talents, focus their efforts intensely to solve a problem or take advantage of a special opportunities, and then release them once the project is finished.

Advantages of Team Structures

The advantages of team structures largely trace to that team assignments break down barriers as people from different parts of an organization get to know one another. This can also boost morale. People working in teams often experience a greater sense of involvement and identification, and this increases their enthusiasm for the job. Because teams focus shared knowledge and expertise on specific problems, they can also improve the speed and quality of decisions in many situations. After a research team at Polaroid Corporation developed a new medical imaging system in one-half the predicted time, a senior executive said: " Our researchers are not any smarter, but by working together they get to value of each other's intelligence almost instantaneously."

Network Structures

Organizations using a **network structure** have a central core of full-time employees surrounded by "network" composed of outside contractors and partners that supply essential services. Because the central core is relatively small and the surrounding networks can be expanded or shrunk and needed, the network structure helps lower costs and improve flexibility in dealing with changing environment. It is quite a contrast to the old model in which organizations basically owned everything they needed.

Instead of doing everything for itself with full-time employees, the network organization employs a minimum staff and contracts as much work as possible. It makes use of **strategic alliance**, which are cooperation agreements with other firms to pursue business activities of mutual interest. Some are *outsourcing strategic alliances* in which they contract to purchase important services from another organization. Others may be *supplier strategic alliance* that link businesses in preferred supplier-customer relationships that guarantee a smooth and timely flow of quality supplies among the partners.

An example given as how a network structure might work for a mail-order company selling lawn and deck furniture through a catalog. The firm is very small, consisting of relatively few full-time core employees. Beyond that, it is structured as a network of outsourcing and partner relationship that are maintained by the latest in information technology. Merchandise is designed on contract with a furniture designer- which responds quickly as designs are shared and customized via computer networking. The furniture is manufactured and packaged by

subcontractors located around the world- wherever materials are found at the lower cost and best quality. Stock is maintained and shipped from a contract warehouse- ensuring quality storage and on-time expert shipping. Accounting and financial details are contracted with an outside firm providing better technical expertise than the merchandise could afford to employ on a full-time basis. The quarterly catalog is produced cooperatively as a strategic alliance with two other firms that sell different home furnishing with a related price appeal. All of this is supported by a company website and information system maintained by an outside contractor.

Advantages of Network Structures

In respect to advantages, network structures are lean and streamlined. They help organizations stay cost-competitive by reducing overhead and increasing operating efficiency. Network concepts allow organizations to employ outsourcing strategies and contract out specialized business functions. Within the operating core of a network structure, furthermore, interesting jobs are created for those who coordinate the entire system of relationships.

Boundaryless Structures

It is popular today to speak about creating a boundaryless organization that eliminates many of the internal boundaries among subsystems and external boundaries with the external environment. The boundaryless structure can be viewed as a combination of the team and network structures just described, with the addition of "temporariness." A photograph that documents this organization's configuration today will look different from one taken tomorrow, as the form naturally adjusts to new pressures and circumstances.

Internal to the boundaryless organizations. Spontaneous teamwork and communication replace formal lines of authority. Meeting and information sharing happen continuously. People work together in teams that form and disband as needed. There is little hierarchy but lots of empowerment and technology utilization; impermanence is accepted. Knowledge sharing is both a goal and an essential component. At consulting giant PricewaterhouseCoopers, for example, knowledge sharing brings together 160000 partners spread across 150 countries in a vast, virtual-learning and problem-solving network. Partners collaborate electronically through online databases, where information is stored, problems are posted, and questions and answered in real time by those with experience and knowledge relevant to the problem at hand.

The **virtual organization** takes the boundaryless concepts to the extreme, it operates as a shifting network of alliances that are engaged as needed using IT and the Internet. The virtual organization calls an alliance into action to meet specific operating needs and objectives; when the work is complete, the alliance rests until next called into action. This mix of mobilized alliances in continuously shifting, and an expansive pool of potential alliances is always ready to be called upon. Do you see similarities, for example, with the MySpace, Facebook, or LinkedIn communication? Isn't the virtual organization concept similar to how we manage our relationships online-signing on, signing off, getting things done as needed with different people and groups, and all taking place instantaneously, temporarily, and without the need for face-to-face contacts.

Comprehension Questions

3.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

- 1..... In horizontal structures, the most important parts are teams.
- 2..... The matrix structure is a broader movement to organize around more horizontal structures.
- 3..... In order to get all things done within an organization, the focus is on individual participation.
- 4..... Cross- functional teams consist of members from professional managers.
- 5..... Project teams are those who complete every task permanently.
- 6..... The intention of project teams are to make use of talents to take advantages of everything.
- 7..... The speed and quality of decisions by teams for solving problems can be improved by focusing on their shared knowledge and expertise.

- 8..... The network organization make use of the least staff for doing the most work.
- 9..... Regarding the network structure, the quarterly catalog was produced cooperatively as a strategic alliances.
- 10..... Considering the advantages of network structure, organization can increase their operating efficiency.
- 11..... Outsourcing strategies are employed by organization via network concepts.
- 12.....In a boundaryless organization, empowerment and utilization technology are in accordance with hierarchy.
- 13..... The acceptance of impermanence is questionable in boundaryless organization.
- 14.....The boundartyless concept is taken by virtual organization to the extreme.
- 15..... In virtual organization, the mix of mobilized alliances is permanently changing.

3.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. According to the passage, Microsoft CEO tried to solve the firm problems by focusing on external and internal teamwork.....
 - a. integration
 - b. relation
 - c. collaboration
 - d. communication
2. The cross-functional integration in an organization is derived fromstructure.
 - a. boundaryless
 - b. matrix
 - c. network
 - d. team
3. The purpose ofstructure are improve communication, collaboration, and flexibility along with reducing hierarchy.

- a. vertical b. lateral c. horizontal d. formal

4. In the process of replacing vertical structure to horizontal structure, the necessary things that makes it happen are

- a. experiences b. steps c. teams d. structures

5. Project teams are used by team structure to do the work of to a information system designed recently.

- a. changeover b. communication c. relation d. flaw

6. Considering the following sentence: "Instead of it being a plan owned by one team, our plan was a part of all the teams", put more emphasize on

- a. team structure b. teamwork c. team project d. team problem

7. Increasing people enthusiasm for doing job depends on the experience of their..... and identification in teamwork activity.

- a. involvement b. development c. management d. improvement

8. A network structure uses information technology to link with network of outside suppliers and service.....

- a. teams b. groups c. contractors d. experts

9. A..... is a cooperation agreement with another organization to jointly pursue activities of tow-ways interest.

- a. supplier strategic alliances b. outsourcing strategic alliances
c. network structure d. strategic alliances

10. On the basis of a network structure, the company's selling is provided by a company website and.....maintained by an outside contractors.

- a. information system b. computers c. team work d. team structure

11. The feature is available in boundaryless structure but not in team and network structures.

- a. empowerment b. unempolyment c. temporariness d. management

12. Regarding the internal boundaries within boundaryless organization, communication and teamwork can be viewed better than

- a. activity b. flexibility c. authority d. utility

13. The purpose and vital component of boundaryless organization is.....

- a. economy integrating b. knowledge sharing
c. working area d. decision making

14. A(n)organization uses IT and the Internet do engage a changing network of strategic alliances.

- a. virtual b. actual d. internal d. external

15. According to the passage, when people manage their relationship..... it means that their communication happen immediately without face-to-face contacts.

- a. functional b. potential c. temporary d. online

3.2.3 Open – ended Questions

Answer the following questions

1. What are the goals of functional structures in an organizations?
2. How an organization can make use of team structures?

3. What are the responsibility of project teams?
4. What are the advantages of team structures?
5. Why the network structures provide lower costs and improve flexibility to handle changing environment?
6. How the network organizations make use of minimum staff and contracts out as much work as possible?
7. What are the advantages of network structures?
8. What are the role of boundaryless organization in relation to internal boundaries?
9. What kind of operation the virtual organization is based on?
10. Why the virtual organization call an alliance into action?

3.3. Translation

Translate the following passage into fluent Persian.

Bureaucratic Organization

Max Weber was a late 19th-century German intellectual whose insights have had a major impact on the field of management and the sociology of organizations. His ideas developed in reaction to his belief that the organizations of his day often failed to reach their performance potential. Among other things, Weber was concerned that people were in position of authority not because of their job-related capabilities, but because of their social standing or "privileged" status in German society.

At the heart of Weber's thinking was a specific form of organization he believed could correct the problems just described—a **bureaucracy**. For him it was an ideal, intentionally rational, and very efficient form of organization founded on principles of logic, order, and legitimate authority. The defining characteristics of Weber's bureaucratic organization are as follows:

- *Clear division of labor:* Jobs are well defined, and workers become highly skilled at performing them.
- *Clear hierarchy of authority:* Authority and responsibility are well defined for each position, and each position reports to a higher-level one.
- *Formal rules and procedure:* Written guidelines direct behavior and decisions in jobs, and written files are kept for historical record.
- *Impersonality:* Rules and procedures are impartially and uniformly applied, with no one receiving preferential treatment.
- *Careers based on merit:* Workers are selected and promoted on ability, competency, and performance, and managers are career employees of the organization.

Weber believed that bureaucracies would have the advantages of efficiency in utilizing resources, and of fairness or equity in the treatment of employees and clients. These is his words.

The purely bureaucratic type of administrative organization.....is, from a purely technical point of view..... It is superior to any other form in precision, in stability, in the stringency of its discipline, and in its precision. It thus makes possible a particularly high degree of calculability of results for the heads of the organization and for those acting in relation to it.

This is the ideal side of bureaucracy. However, the terms bureaucracy and bureaucratic are now often used with negative connotations. The possible disadvantages of bureaucracy include excessive paperwork or "red tape", slowness in handling problems, rigidity in the face of shifting customer or client needs, resistance to change, and employee apathy. These disadvantages are most likely to cause problems for organizations that must be flexible and quick in adapting to changing circumstances-a common situation today. Current trends in management include many innovations that seek the same goals as Weber but use different approaches to how organizations can be structured.

Unit Four

Appraising Performance

General Aims

This unit has been designed to help you learn a number of crucial key words of appraising performance and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of.

Behavioral Objectives

After carefully reading this unit, you are expected to:

4.1 Define the meaning of the following key words, general words, and do the exercises 4.1.3 and 4.1.4.

4.1.1. Key Words

accomplishment, accuracy, administrative, anchor, appraisal, assessment, bias, career, coaching, commitment, costly, diligently, distribution, documentation, drawback, expertise, fair, firing, handle, improvement, incentive, inventory control, judgement method, layoffs, objective method, performance appraisal, promotions, punctuality, ranking, rating, scrap rate, training, trait, validating

4.1.2. General Words

consensus, attitude, claim, clarify, complaint, concern, congeniality, consistent, contaminate, courtesy, deficient, dimension, distinguish, eliminate, feedback, fluctuate, fulfil, merit, nondiscriminatory, outstanding, rule of thumb, sophisticated, supplement

4.2 Do the comprehension exercises 4.2.3 and 4.2.4.

4.3 Translate passage 4.3 into Persian.

4.1 Vocabularies: Definitions and exemplifications

4.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

accomplishment

n

the successful achievement of a task;

skill or ability in an activity

The company's increase in sales last year was a major **accomplishment**.

accuracy

n

the ability to do something in an exact way

without making a mistake

There have been questions about the **accuracy** of the report provided by the employee.

administrative

adj.

of or relating to the running of a business, organization, etc.

His father's job is mainly **administrative** and he has no opportunities to improve his study.

anchor

n

a person or thing that provide stability or confidence

in an otherwise uncertain situation

The manager was the **anchor** of the organization. In other words, he provide support and safety.

appraisal

n

the act of assessing something or someone;

an expert estimate of value of something

An expert's **appraisal** of an employee was done by a group of organizational members.

assessment

n

a process in which you make a judgment

about a person or situation

His **assessment** of the job condition was not appropriate.

bias

n

an opinion about whether a person, group, or idea is

good or bad that influences how you deal with it

There was evidence of **bias** against foreign workers in Iran.

career

n

a job or profession that you have been trained

for a significant period of person's life

A lot of students are interested in a **career** as a doctor.

coaching

n

the process of helping someone prepare for an important test;

the process or job of training a person or team

The difference between the two teams' performance is the quality of the **coaching**.

commitment

n

the hard work and loyalty that someone gives to an

organization, activity, etc.

The energy and **commitment** shown by the workers is wonderful.

costly

adj.

expensive, costing a lot

The company's biggest and most **costly** mistake was to import useless product.

diligently

adv.

working with a great deal of effort and carefully

The employees worked **diligently** all the night to finish the projects.

distribution

n

the set of possible values in a sample space, considered
in terms of new theoretical or observed frequency

It is difficult to distinguish the performance of the employees who are in the middle of **distribution**.

documentation

n

material that provides official information or
evidence or that serves as a record

During the performance appraisal process, the manager should complete the relevant **documentation**.

drawback

n

a disadvantage or problem of a situation, plan, product etc.

The main **drawback** to these products is that they tend to be too costly.

expertise

n

special skills or knowledge in a particular subject,
that you learn by experience or training

Many individuals do not have the **expertise** to make use investments.

fair

adj.

treating everyone equally

It is not **fair** to give different wages to employees with the same expertise.

firing

v

to force someone to leave their job; dismiss

He was **fired** from his job when he was absent for a long time without permission.

handle

v

to deal with a situation or problem by behaving in a particular way and making particular decisions

The manager don't think that his employees can **handle** the pressure.

improvement

n

the action of developing or improving something

They need to carry out some **improvements** to the system.

incentive

n

a thing that motivates or encourages one to do something

When there is a fair performance appraisal system in a company, it provides a clear **incentive** to work hard.

inventory control

np

a process of official control of the entire stock of a business, including material, components, work in progress, and finished products

It is an essential job of a company to have an **inventory control** of everything in the company.

judgement method

np

a method in which people have the ability to make sensible decisions about what to do and when to do it

In order to do employees' performance appraisal carefully, every company needs an appropriate **judgement method**.

layoffs

n

a situation in which someone has to leave their job, because they are no longer needed; discharge

Some of the **layoffs** were caused by the weak economy.

objective method

adj. p

a kind of concrete measures of performance based on facts, or making decisions that is based on facts rather than on personal feelings or belief

Objective method of measurement are more reliable and based on standardized conditions.

performance appraisal

np

an act of assessing someone's work and how well they do their job

The company's **performance appraisal** system make a thorough and accurate evaluation of the employees' abilities.

promotion

n

a move to a more important job or position in a company or organization

When the results of performance appraisal were shown, many employees got a **promotion** and a raise.

punctuality

n

doing something at exactly the time that has been arranged

The **punctuality** of new comers to the company made them famous.

ranking

n

a position on scale that shows how good someone or something is when compared with others

The **ranking** techniques based on the direct comparison of employees which create a difficult situation for decision making.

rating

n

a level on a scale that shows how good, important, popular etc. someone or something is

By the end of the year, the managers' approval **rating** show how well they do their job.

trait

n

a particular quality in someone's character

The assessment shows that little workers suffer from personality **traits**.

validating

v

to prove that something is true or correct; or to make a document or agreement officially and legally acceptable

Most of travel documents must be **validated** by a customs official.

4.1.2 General Words

Read through this selection and learn to recognize general words in sentences.

attitude

n

the opinion and feelings that you usually have about something

He begins every job with the **attitude** that failure is not an option.

claim

v

an official request for money that you believe you have a right to

They've paid out \$ 20000 million in worker's compensation **claims**.

clarify

v.

to make something clearer or easier to understand by explaining it in more details

The rules **clarifies** what information can be given out to the workers.

complaint

n

a statement that a situation is unsatisfactory or unacceptable

There were **complaints** that the building for living was not in suitable conditions.

congeniality

n

pleasant in a way that makes you feel comfortable and relaxed

There have been a lot of **congeniality** among the company's managers and employees to fulfil the goals of the company.

consensus

n

general agreement

A **consensus** of a opinion has been observed among top management.

consistent

adj.

continuing to happen or develop in the same way

They need to be **consistent** in their approach for making decisions about the policies of the company.

contaminate

v

making (something) impure by exposure to
or addition of a poisonous or polluting substance

Lead in plumbing can **contaminate** drinking water

courtesy

n

polite behavior and respect for other people

The two men exchanged **courtesies** before getting down to business.

deficient

adj.

not containing or having enough of something;
not good enough

Unfortunately, too many students leave school with **deficient** basic skills.

dimension

n

a part of a situation or a quality involve in it; aspect

His coaching has added another **dimension** to their game.

distinguish

v

to recognize and understand the difference
between two or more things or people

The twins are so alike. It's difficult to **distinguish** one from the other.

eliminate

v

to completely get rid of something
that is unnecessary or unwanted

The company will **eliminate** 300 jobs over the next three years.

fluctuate

v

rise or fall regularly in number or amount; vary

The company income from sales taxes **fluctuates** with the economy.

merit

n

an advantage or good feature of something

The great **merit** of the project is its flexibility and low cost.

nondiscriminatory

adj.

treating a person or a group of people the
same, in a fair way

A nondiscriminatory hiring policy needs to be applied for every worker.

outstanding

adj.

extremely good; clearly noticeable

The manager tried to know how much work is still **outstanding**.

rule of thumb

np

a rough figure or method of calculation,
based on practical experience

As a general **rule of thumb**, children should not spend more than one hour on homework.

sophisticated

adj.

of a method, system, or technique etc.
developed to a high degree of complexity

It seems that discussion and reflection are necessary for a **sophisticated** response to a text.

supplement

n

something that completes or enhances

something else when added to it

It was an important **supplement** to their regular income.

4.1.3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. expertise
2. appraisal
3. sophisticated
4. diligent
5. costly
6. drawback
7. courtesy
8. consensus
9. commitment
10. incentive

Column II

- () a. having and showing care in one's duties
- () b. a disadvantage or problem
- () c. the act of sharing things
- () d. special skills and knowledge
- () e. the act of assessing someone
- () f. a complicated and developed method
- () g. motivation or inducement
- () h. politeness
- () i. very expensive
- () j. general agreement
- () k. differentiate
- () l. a pledge or undertaking

(). something impressive

4.1.4. Vocabulary Exercises:

Fill in the blanks with the appropriate words from the list below. There are more options than required.

merit, documentation, accomplishment, attitude, clarify, appraisal,
commitment, consistent, claim, fluctuate, output, bias

1. The team came out for the second half with a different.....
2. The manager asked him tohis position on team's position.
3. Teaching by examples has been atheme in his work.
4. Stock prices.....widely in the following weeks.
5. There was no formal.....of their business partnership.
6. The management has shown ain favor of younger employee.
7. The committee will discuss theof the performance appraisal plan that has been offered by the managers.
8. Setting short-term goals can help you a sense of great.....
9. His office had a lot financialthat needs to be done by the team of expertise.
10. An organizational experts have undertaken theof the employees.

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. What are the determinate of job performance?*
2. What does performance appraisal process involve?
3. What are some of the more uses of performance appraisal?
4. How often performance appraisal can be conducted in organizations and why?
5. What are reasons for employees' performance evaluations?

4.2 Reading

Related and Emerging Approaches to Leadership

Understanding performance

Performance refers to the degree of accomplishment of the tasks that make up an employee's job. It reflects how well an employee is fulfilling the requirements of the job. Often confused with effort, which refers to energy expended, performance is measured in terms of results. Because many organizations have become very results-oriented in the last decade, more and more emphasis is being placed on managing performance.

Determinants of Performance

Job performance is the net effect of an employee's effort as modified by abilities, role perceptions, and results produced. This implies that performance in a given situation can be viewed as resulting from the interrelationships among effort, abilities, role perception, and results produced.

Efforts, which results from being motivated, refers to the amount of energy an employee uses in performing a job. Abilities are personal characteristics used in performing a job. Abilities usually do not fluctuate widely over short periods of time. **Role perception** refers to the direction in which employees believe they should channel their efforts on their job. The activities and behavior employees believe are necessary in the performance of their job define their role perceptions. The results produced are usually measured by standards created by the degree of achievement of management –directed objectives.

Performance Appraisal Process

Performance appraisal systems that are directly tied to an organization's reward system provide a powerful incentive for employees to work diligently and creatively toward achieving organizational objectives. When properly conducted, performance appraisal not only let employees know well they are presently performance but also clarify what needs to be done to improve performance.

Performance appraisal is a process that involves determining and communicating to employees how they are performing their job and establishing a plan for improvement. Some of the more common uses of performance appraisal are to make decisions related to merit pay increases, promotions, layoffs, and firings. For example, the present job performance of an employee is often the most significant consideration for determining whether to perform the person. While successful performance in the present job does not necessarily mean and employee will be an effective performer in a higher-level job, performance appraisals do provide some predictive information.

Performance appraisal information can also provide needed input for determining both individuals and organizational training and development needs. For example, it can be used to identify individual strengths and weaknesses. The data can then be to help determine the organization's overall training and development needs. For an individual employee, a completed performance appraisal should include a plan outlining specific training and development needs.

Another important use of performance appraisal is to encourage performance improvement. In this regard, performance appraisals are used as a means of communicating to employees how they are doing and suggesting needed changes in behavior, attitudes, skill, or knowledge. This type of feedback clarifies for employees the job expectations the manager holds. Often, the feedback must be followed by coaching and training by the manager to guide an employee's work efforts.

To work effectively, performance appraisals must be supported by documentation and a commitment by management to make them fair and effective. Typical standards for the performance appraisal process are that it be fair, accurate, (facts, not opinion, should be used), include as much direct observation as possible, be consistent, and contain as much objective

documentation as possible. The amount and types of documentation necessary to support decisions made by management vary, but the general rule of thumb is to provide enough varied documentation to allow anyone evaluating the performance of an employee to generally come to the same conclusion as the manager.

An additional concern in organization is how often to conduct performance appraisal. No real consensus exists on this question, but the usual answer is as often as necessary to let employees know what kind of job they are doing and, if performance is not satisfactory, the measures they must take to improve. For many employees, this cannot be accomplished through one annual performance appraisal. Therefore, it is recommended that for most employees, informal performance appraisal should be conducted two or three times a year in addition to the annual performance appraisal.

Common Appraisal Methods

Two basic categories of appraisal methods commonly used in organization are objective methods and judgmental methods. Objective measures of performance include actual output (that is, number of units produced), scrap rate, dollar volume of sales, and number of claims processed. Objective performance measures may be contaminated by "opportunity bias" if some persons have a better chance to perform than others. For example, a sales representative selling snow blowers in Michigan has a greater opportunity than does a colleague selling the same product in Arkansas. Fortunately, adjusting raw performance figures for the effect of opportunity bias and thereby arriving at figures that accurately represent each individual's performance is often possible.

Another type of objective measures, the special performance test, is a method in which each employee is assessed under standardized conditions. This kind of appraisal also eliminates opportunity bias. For example, Verizon Southwest has a series of prerecorded calls that operators in a test booth answer. The operators are graded on speed, accuracy, and courtesy in handling the calls. Performance tests measure ability but do not measure the extent to which one is motivated to use that ability on a daily basis. (A high-ability person may be a lazy performer except when being tested). Special performance tests must therefore be supplemented by other appraisal methods to provide a complete picture of performance.

Judgmental methods, including ranking and rating techniques, are the most common way to measure performance. Ranking compares employees directly with one another and orders them from best to worst. Ranking has a number of drawbacks. Ranking is difficult for large groups, because the persons in the middle of the distribution may be hard to distinguish from one another accurately. Comparisons of people in different work groups are also difficult. For example, an employee ranked third in a strong group may be more valuable than an employee ranked first in a weak group. Another criticism of ranking is that the manager must rank people on the basis of overall performance, although each person likely has both strengths and weaknesses. Furthermore, ranking does not provide useful information for feedback. To be told that one is ranked third is not nearly as helpful as to be told that the quality of one's work is outstanding, its quantity is satisfactory, one's punctuality could use improvement, or one's paperwork is seriously deficient.

Rating differs from ranking in that it compares each employee with a fixed standard rather than comparison with other employees. A rating scale provides the standard. Rating scale for a bank teller consists of a performance dimension to be rated as punctuality, congeniality, and accuracy. In constructing graphic rating scales, performance dimensions that are relevant to job performance must be selected. In particular, they should focus on job behaviors and results rather than on personality traits or attitudes.

The ***Behaviorally Anchored Rating Scale (BARS)*** is a sophisticated and useful rating method. Supervisors construct rating scales with associated behavioral anchors. They first identify relevant performance dimensions and then generate anchors- specific, observable behaviors typical of each performance level.

The other scales in this set, developed for the job of department manager in a chain of specialty stores, include " Handling customer complaints," " Planning special promotions," "Following company procedures," "Supervising sales personnel," and " Diagnosing and solving special Problems." BARS can be effective because they require that management take proper care in constructing the scales and they provide useful anchors for supervisors to use in evaluating people. They are costly, however, because outside expertise is usually needed and because scales mostly developed for each job within the organization.

Selecting a Performance Appraisal Method

Whatever performance appraisal method an organization uses, it must be job-related. Therefore, before selecting a performance appraisal method, job analysis must be conducted and job satisfactions written. Normally, job analyses are performed by trained specialists with the organization's human resource department or by outside consultants.

Job analysis involves not only determining job content but also reporting the results of the analysis. One product of a job analysis is a job description, a formal written document, usually one to three pages long, that should include the following:

- Data written.
- Job status (full or part time).
- Job title.
- Supervision received (to whom the jobholder reports).
- Supervision exercised (who reports to this employee).
- Job summary (a synopsis of the job responsibilities).
- Detailed list of job responsibilities.
- Principal contacts (in and outside the organization).
- Competency or position requirement.
- Required education or experience.
- Career mobility (position or positions employee may qualify for next).

After a job description is written, the most appropriate performance appraisal method can be determined.

Comprehension Questions

4.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

1.....An employee's job consists of tasks accomplishment.

- 2.....Employees' performance relates to their efforts.
- 3.....Performance assessments in organizations are result-oriented.
- 4.....There is a relationship between employees' role perception and their abilities.
- 5.....An organization's reward system or performance reward system are the same systems
For achieving organizational objectives.
- 6..... The employees' performance appraisal systems are necessary for both understanding the
quality of their performance and performance improvement.
- 7.....Successful performance appraisals depends on accurate and exact information.
- 8.....Employees' annual performance appraisal is acceptable for improving their jobs.
- 9.....Performance appraisal is done after employees' training and settling in to their job.
- 10..... Performance appraisal system truly measures performance on important job elements
along with traits and behavior.
- 11.....Objective and judgmental measures of performance are two important categories of
appraisal methods.
- 12.....The special performance test measure employees performance via standardized
conditions.
- 13.....Performance test measures both employees' ability and motivation.
- 14.....Special performance test is not a complete method for providing a complete picture of
performance.
- 15..... The most important features in rating technique based on fixed standards rather than a
comparison.

4.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. Results from being motivated refers to the amount ofan employee uses in

performing a job.

- a. ability b, effort c. energy d. task

2. The modification of employees' effort through their abilities, role perceptions, and the production of results refers to

- a. performance appraisal b. job requirement
c. job performance d. job fulfilment

3. Role perception can bein terms of employees' activities and behavior in their job performance.

- a. believed b. defined c. produced d. created

4. Fulfilling organizational objective, employees need an importantto work hard with creativity.

- a. incentive b. diligent c. prediction d. performance

5. Performance appraisal can be used to make decision about the good feature of pay increases, redundancy,.....and dismissing.

- a. information b. perceptions c. productions d. promotions

6. Determining the organization's overall training and development can be achieved by performance appraisal.....

- a. standards b. data c. efforts d. jobs

7. Performance appraisal standards needs to be....., true, consistent, and consists of direct observation and objective documentation.

- a. powerful b. supportive c. fair d. productive

8. Making decisions about pay increases, promotions and training relates to

aspect of performance appraisal.

- a. administrative b. distinctive c. evaluative d. representative

9. Employees' performance is necessary for assessing the effect of training program, decisions and providing.....

- a. technique b. feedback c. job d. method

10. On the basis ofmeasures of performance, employee is evaluated under standardized conditions.

- a. administrative b. judgmental c. objective d. social

11. The objective measure of performance appraisal which uses performance test.....opportunities bias.

- a. adjusts b. determines c. eliminates d. completes

12. A complete picture of performance does not rely on special.....test.

- a. standard b. performance c. assessment d. evaluation

13. Theof ranking techniques of judgmental methods can be considered in terms of different work group, overall performance and feedback provision.

- a. measures b. dimension c. constructions d. drawbacks

14. In BARS, rating scale is constructed with associated behavioral anchors by.....

- a. supervisors b. managers c. customers d. raters

15. According to the passage, the five rating method are effective because they requiretake suitable care in constructing the scales.

- a. organization b. department c. management d. employees

4.2.3 Open-ended questions

1. What are the determinants of job performance?
2. What are the common uses of performance appraisal?
3. What performance appraisal information can do for organization?
4. What is an important use of performance appraisal?

5. How often performance appraisal can be conducted in organization and why?
6. What kind of assessment is performance appraisal?
7. How many appraisal methods are used in organizations?
8. What are the criticism of ranking techniques of judgmental method?
9. How a graphic rating scale works in an organizations?
10. What kind of rating scale is BARS rating method?

4-3 Translation Practice

Translate the following passage into Persian. Use a dictionary if necessary.

Organization and Employees' Performance Types of Controls

Managers can be provided with objective information about organization and employees' performance through proper controls. Management controls alert the manager to potentially critical problems. At top management levels, a problem occurs when the organizations' goals are not being met. At middle and lower levels, a problem occurs when the objectives for which the manager is responsible are not being met. These may be departmental objectives, production standards, or other performance indicators. All forms of management controls are designed to give the manager information regarding progress.

There are two categories of control methods: **behavior control** and **output control**. Behavior or personal control is based on direct, personal surveillance. The first-line supervisor who maintains a close personal watch over employees in using behavior control. **Output** or **impersonal control** is based on the measurement of outputs. Tracking production records and monitoring sales figures are examples of output controls.

Research shows that these two categories of control are not substitutes for each other in the sense that a manager uses one or the other. The evidence suggests that output control occurs in response to a manager's need to provide an accurate measure of performance requirements are well known and personal surveillance is needed to promote efficiency and motivation. In most situations, organizations need to use a mix of output and behavior controls because each serves different organizational needs.

There are different methods such as **preliminary**, **concurrent**, and **post action** methods; different control devices such as **Budgetary control** - Zero-Base Budgeting, **Financial Controls**- Financial Ratio Analysis and Sarbanes-Oxley Act of 2002.

Unit Five

Managing Total Quality

General Aims

This unit has been designed to help you learn a number of crucial key words of managing total quality and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of strategic management process.

Behavioral Objectives

After carefully reading this unit, you are expected to:

5.1. Define the meaning of the following key words, general words, and do the exercises 5.1.3 and 5.1.4.

5.1.1. Key Words

acceleration, assumption, bear on, boost, catalyst, commerce, competition, competitor, consistency, cost, crisis, critical, defects, defective, determinant, disgruntled, expenditure, expenses, falling behind, faulty, flawed, formidable, inspector, inspection, involvement, lawsuit, productivity, quality, quality assurance, reliable, reliability, serviceability, totality, vitally, warranty

5.1.2. General Words

absolute, aesthetics, attribute, conformance, dedicated, durability, enhancement, exceed, excel, facilitate, gimmick, implement, install, pervasive, pursue, reputation, underscore, virtually

5.2. Do the comprehension exercises 5.2.3 and 5.2.4.

5.3. Translate passage 5.3 into Persian.

5.1 Vocabularies: Definitions and exemplifications

5.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

acceleration

n

the process in which something happens more and more

The rapid **acceleration** of economic progress took place in developed countries.

assumption

n

something that you think is true although you have no proof

The good performance based on the **assumption** that increase the quality of job.

bear on

phrasal v.

to relate to and possibly influence something

The national policies which **bear on** the reliability problems.

boost

n

something which increase or improve something;

a push that helps someone reach a higher place

The industry received a **boost** from the ministry remarks.

catalyst

n

something or someone that causes an

important change or event to happen

The women workers' movement acted as a **catalyst** for change in the workforce.

commerce

n

the activity of buying and selling of goods or services, especially on a large scale

There is a possible increase of **commerce** by a great transportation.

competition

n

a situation in which people or organization to be more successful than other people

Most of the companies who produce same product are in direct **competition** with each other.

cost

n

the amount of money that you have to pay in order to buy, do, or produce

The **cost** of repairing the damage is higher than we expected.

consistency

n

the achievement of a level of performance that does not vary greatly in quality over time

The grading system is to be streamlined to ensure greater **consistency**.

crisis

n

a very bad or dangerous situation that might get worse; a time of intensive difficulty, trouble, or danger

Some of the current economic **crises** make the people life more difficult and there is no immediate solutions

critical

adj

having a decisive or crucial importance in the success or failure of something

High quality products is of **critical** importance to the economy.

defects

n

a fault or a lack of something that means something
or someone is not perfect; deficiency

All the products are tested for **defects** before they leave the factory.

determinant

n

a factor that decisively affects the nature
or outcome of something

Pure force of desire was the main **determinant** of his success.

disgruntled

adj.

angry and dissatisfied

Disgruntled workers are leaving to work for other firms.

expenditure

n

the total amount of money that a government,
organization, or person spends

Government **expenditure** on research and development was increased.

falling behind

phrasal v.

to become less successful than other people, companies etc.

Companies that are not market-driven risk **falling behind** the competition.

faulty

adj.

not working properly, or not made correctly

Customers may ask for a refund if the goods are **faulty**.

flawed

adj.

imperfect

The research behind this report is seriously **flawed**.

formidable

adj.

very powerful or impressive

The employees face the **formidable** task of working out a peace plan.

inspector

n

an official whose job is to check that something is
satisfactory and that rule are being obeyed

The **inspector's** report showed that standards of discipline at the school were strongly violated.

involvement

n

the act of taking part in an activity or event; participation

High school official say they welcome parental **involvement** in their children training.

lawsuit

n

a problem or complaint that someone brings
to a court of law to be settled

Since there was an illegal construction, the neighbors have filed a **lawsuit** to stop development.

productivity

n

the effectiveness of productive effort, esp. in industry, as
measured in terms of the rate of output per unit on input

It seems that workers have developed **productivity** by 50 percent.

quality

n

the standard of something as measured against other things
of a similar kind; the degree of excellence of something

Fortunately, people today enjoy a better **quality** of products.

quality assurance

n

the maintenance of a desired level of quality in a service or
product, esp. by means of attention to every stage
of the process of delivery or production

The company tried to control the **quality assurance** of their goods so that the standard continues to be good.

reliable

adj.

consistently good in quality or performance;

able to be trusted; dependable

If most companies want their managers' work properly, they must have **reliable** ones.

reliability

n

someone or something that is reliable and can be trusted

The **reliability** of the company's product increase its reputation.

serviceability

n

usability

The **serviceability** of company's tools and equipment are under question.

totality

n

a total amount of something; all of something

It's essential that managers look at their problem in its **totality**.

vitally

adv.

in a very important or necessary way

The **durability** of the product is vitally important if the company wants to stay in the market.

warranty

n

a written promise that a company makes to replace or repair a product if it breaks or does not work correctly

It is an necessary requirement that car should be under **warranty**.

5.1.2 General Words

Read through this selection and learn to recognize general words in sentences.

absolute

adj.

complete or total

They don't know which **absolute** certainty that the project will succeed.

aesthetics

n

the study of beauty, especially beauty in art

The change in some of the cars were made for purely **aesthetic**.

attribute

n

a quality or feature, especially one that is
considered to be good or useful

A good manager should possess the **attributes** of honesty, reliability, and etc.

conformance

n

compliance with standards, rules, or laws; conformity

The goods were in **conformance** with the contract.

durability

n

staying in good condition for a long time even if used a lot

They hope that the **durability** of product quality will be longer than it is expected.

enhancement

n

in increase or improvement in quality, value or extent

The company's quality **enhancement** will improve the customer satisfaction.

exceed

v

be greater in number or size than (a quantity, number,
(a quantity, number, or other measureable thing)

Online sales have **exceeded** expectations more than before.

excel

v

to do something very well, or much better than most people

His brother always **excelled** at mathematics.

facilitate

v

make (an action or process) easy or easier

University campus were located on the same area to **facilitate** the sharing of resources.

gimmick

n

a trick or device intended to attract attention,
publicity, or business

Many newspaper' advertisement section have a lot of **gimmicks**.

implement

v

if you implement a plan, process etc.
you begin to make it happen

Cost-cutting measures have been **implemented** in most hospitals by the Ministry of Health.

pervasive

adj.

existing or spreading everywhere

The **pervasive** influence of television and internet have harmful effects on students.

pursue

v

to continue doing an activity or trying to
achieve something over a long period of time

After college, he hopes to **pursue** a career in business and marketing.

reputation

n

the beliefs or opinions that are generally held about someone
or something because of what has happened in the past

Their department has a worldwide **reputation** for its research.

slogan

n

a short memorable phrase used in advertising

Their campaign **slogan** was peace, stability, and prosperity.

underscore

v

to emphasize the fact that something is important or true

The company **underscored** the progress made with stem cells.

virtually

adv.

nearly; almost

Most of the banks became **virtually** bankrupt.

5.1. 3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. conformance
2. disgruntled
3. formidable
4. critical
5. involvement
6. serviceability
7. flawed
8. expenditure
9. inspection
10. reliability

Column II

- () a. a very bad and dangerous situation
- () b. the act of taking part in an activity
- () c. the action of spending or using money
- () d. not completely correct
- () e. a careful examination of something
- () f. very powerful and impressive
- () g. conformity
- () h. not satisfied
- () i. important
- () j. usability
- () k. warranty
- () l. consistency

5.1.4. Vocabulary Exercises: Fill in the Blank

Fill in the blanks with the appropriate words from the list below. There are more options than required.

slogan, critical, defects, inspection, quality, reliable, reputation
competitor, consistency, assumption, competition, absolute

1. He has the personal.....that is necessary to be a successful salesman.
2. They carry out regular safety.....in cases that they need to be careful about it.
3. The inspectors have found a major.....in the program. Therefore, it requires correction.
4. It is absolutelyfor them to know the truth about the disease and find remedy for it.
5. Their corporation has built afor reliable services offered to customers.
6. Last year their company sold twice as many computers as their
7. Thefor the job in the automobile industry is very high.
8. The company has dropped its original advertising..... in order to design a new one.
9. There are a lot ofbetween the two companies' products as sister company.
10. The pricing is based on the.....that sales will increase in the forthcoming months.

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. What are the major determinate of business success and failure in managing organizations?
2. What factors make Japanese auto industry more reliable?
3. How many attributes a quality have?
4. Is the quality a relative concept?
5. For what reasons quality is an important concern for both individual managers and organizations?
6. What are the results of installing a meaningful quality enchantment program?
7. What is the most pervasive approach to managing quality?
8. Why strategic commitment is important for increasing organizational quality?
9. What are the critical ingredient in TQM?
10. What is the role of employee involvement in quality enhancing program?

5.2 Reading

Managing Total Quality

Quality and productivity have become major determinants of business success or failure today and are central issues in managing organizations. But, as we will see, achieving higher levels of quality is not an easy accomplishment, simply ordering that quality be improved is about as effective as waving a magic wand. The catalyst for its emergence as a mainstream management concern was foreign business, especially Japanese. And nowhere was it more visible than in the auto industry. During the energy crisis in the late 1970s, many people bought Toyotas, Honda, and Nissan because they were more fuel-efficient than U. S. cars. Consumers soon found, however, that not only were the Japanese cars more fuel-efficient, they were also of higher quality than U.S. cars. Parts fit together better, the trim work was neater, and the cars were more reliable. Thus, after the energy crisis subsided, Japanese cars remained formidable competitors because of their reputation for quality.

The Meaning of Quality

Quality is defined as the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. Quality has several different attributes. There are eight basic dimensions of quality that determine the quality of a particular product or service. For example, a product that has durability and is reliable is of higher quality than a product with less

C

1. *Performance.* A product's primary operating characteristic; examples are automobile acceleration and a television's picture clarity.
2. *Features.* Supplements to a product's basic functioning characteristics, such as power windows on a car.
3. *Reliability.* A probability of not malfunctioning during a specified period.
4. *Conformance.* The degree to which a product's design and operating characteristics meet established standards.
5. *Durability.* A measure of product life.

6. *Serviceability*. The speed and ease of repair.
7. *Aesthetics*. How a product looks, feels, tastes and smells.
8. *Perceived quality*. As seen by a customer.

Quality is also relative. For example, the differences of cars in terms of quality stems from differences in design and other features. The Focus, however, is considered a high-quality car relative to its engineering specification and price. Likewise, two different cars may also be high-quality cars, given their standards and prices.

Quality is relevant for both products and services. Although its importance for products like cars and computers was perhaps recognized first, service firms ranging from airlines to restaurants have also come to see that quality is a vitally important determinant of their success or failure. Service quality has thus also become a major competitive issue in today's industries.

The Importance of Quality

To help underscore the importance of quality, some countries created a kind of award in industry. The award, administered by an agency of the commerce department, is given annually to firms that achieved major improvements in the quality of their products or services. In other words, the award is based on changes in quality as opposed to absolute quality. In addition, numerous other quality awards have been created. Quality is also an important concern for individual managers and organizations for three very specific reasons: competition, productivity, and costs.

Competition: Quality has become one of the most competitive points in businesses today. Ford, DaimlerChrysler, General Motors, and Toyota, for example, each implies that its cars and trucks are higher in quality than the cars and trucks of the others. And some of these companies claim that they provide the best and most reliable service. Indeed, it seems that virtually every country business has adopted quality as a major point of competition. Thus, a business that fails to keep pace may find itself falling behind not only foreign competition but also other domestic firms.

Productivity: Managers have also come to recognize that quality and productivity are related. In the past, many managers thought that they could increase output (productivity) only by decreasing quality. Managers today have learned the hard way that such an assumption is

almost always wrong. If a firm installs a meaningful quality enhancement program, three things are likely to result. First, the number of defects is likely to decrease, causing fewer returns from customers. Second, because the number of defects goes down, resources (material and people) dedicated to reworking flawed output will be decreased. Third, because making employees responsible for quality reduces the need for quality inspectors, the organization is able to produce more units with fewer resources.

Costs: Improved quality also lowers costs. Poor quality results in higher returns from customers, high warranty costs, and lawsuits from customers injured by faulty products. Future sales are lost because of disgruntled customers. An organization with quality problems often has to increase inspection expenses just to catch defective products.

Total Quality Management

Once an organization makes a decision to enhance the quality of its products and services, it must then decide how to implement this decision. The most pervasive approach to managing quality has been called *total quality management*, or TQM (sometimes called *quality assurance*)- a real and meaningful effort by an organization to change its whole approach to business in order to make quality a guiding factor in everything the organization does.

Strategic Commitment The starting point for TQM is a strategic commitment by top management. Such commitment is important for several reasons. First, the organizational culture must change to recognize that quality is not just an ideal but an objective goal that must be pursued. Second, a decision to pursue the goal of quality carries with it some real costs- for expenditures such as new equipment and facilities. Thus, without a commitment from top management, quality improvement will prove to be just a slogan or gimmick, with little or no real change. Just a few years ago Porche had the lowest reliability of any automobile maker in the world. But a major commitment from top management helped turn the company around. By paying more attention to consumer preferences and using the other methods described below, Porche shot to the top of global automobile reliability.

Employee Involvement Employee involvement is another critical ingredient in TQM. Virtually all successful quality enhancement programs involve making the person responsible for doing the job responsible for making sure it is done right. By definition, then, employee

involvement is a critical component in improving quality. Work teams are common vehicles for increasing employee involvement.

Technology New forms of technology are also useful in TQM programs. Automation and robots, for example, can often make products with higher precision and better consistency than can people. Investing in higher-grade machines capable of doing jobs more precisely and reliably often improve quality. For example, Nokia has achieved notable improvement in product quality by replacing many of its machines with new equipment. Similarly, most U.S. auto and electronics firms make regular investment in new technology to help boost quality.

Material Another important part of TQM is improving the quality of the materials that organizations use. Suppose that a company that assembles stereos buys chips and circuits from another company. If the chips have a high failure rate, consumers will return defective stereos to the company whose nameplate appears on them.

Comprehension Questions

5.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write ‘T’ before true statement and ‘F’, before false statements. Base your answers on the information given in the passage.

- 1.....In organizations, business success depends on quality and productivity.
- 2.....when organizations wants to achieve higher level of quality, they can easily accomplish it.
- 3..... Japanese auto- industry were at the same level of efficiency and quality with other countries products.
- 4..... Quality is defined in terms of the whole features and characteristics of a product or service based on customer satisfaction.

- 5.....Quality differences rely on reliability and durability of the products.
- 6.....The more reliable a particular product or services, the more durability it has.
- 7..... Regarding quality importance, both products and services should be considered the same in any firms.
- 8..... Achieving major improvement in the quality is the only goal of organizations.
- 9.....According to the passage, changes in quality is as important as absolute quality.
- 10.....If a firm make employees responsible for quality, there is no need for inspectors.
- 11.....Top management needs expenses for providing new equipment and facilities to pursue the goal of quality.
- 12.....Top management commitment for a quality improvement is like a slogan.

5.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. According to the passage, Japanese car become more reliable because of its.....
and reputation.
a. production b. flexibility c. quality d. efficiency
2. Understanding the basic meaning of quality is a good first step toit more effectively.
a. organizing b. operating c. designing d. managing
3. The eight dimensions generally capture the meaning of quality which is a critically important

ingredient to Success.

- a. functional organizational c. managerial d. operational

4. Quality differences as a result of design and feature differences.

- a. produce b. develop c. emerge d. determine

5. The quality of a product or service is an important of the firm's success or failure.

- a. determinant b. feature c. specification d. dimension

6. According to the passage, both individual managers and organizations concerned quality forreasons.

- a. two b. three c. four d. five

7. As far as quality enhancement concerned, firm productivity depends on decreasing.....
in terms of output, resource, and quality inspections.

- a. points b. expenses c. deficiencies d. awards

8. Poor quality increase, make customer dissatisfaction, and lawsuits from customers.

- a. networking flaws b. programming defects
c. falling competitions d. warranty costs

9. Today's successful business relies on quality as an important point of

- a. inspection b. assumption c. competition d. corporation

10. Total quality management is aeffort to increase an organizations product or
service quality.

- a. systematic b. comprehensive c. competitive d. strategic

11. TQM involves the five basicand each is vital and must be addressed effectively, if

the organization expects to increase quality.

- a. decisions b. approaches c. components d. dimensions

12. Regarding the strategic top management must change the organizational culture in order to make the quality as an objective goal rather than an ideal.

- a. commitment b. involvement c. development d. management

13. According to the passage, employees' job is one of the crucial component in improving quality.

- a. reliability b. responsibility c. facility d. consistency

14. Considering the new form of technology in improving product quality, two factors of must be taken into account.

- a. reliability- consistency b. precision- consistency
c. responsibility- facility d. precision- reliability

15. One of the most important issues facing organization today is

- a. service b. product c. decision d. quality

5.2.3 Open-ended Questions

Answer the following questions

1. What factors affect the business success or failure in managing organization?
2. How the quality is defined?
3. Name different dimensions of quality?
4. How a good quality product can be differentiated from a bad one?
5. Why quality is considered as both absolute and relative concepts?

6. Name three results of installing a meaningful quality enhancement program.
7. What are the consequences of unimproved quality with regard to costs?
8. Under which circumstances, organizational future sales can be lost?
9. Why the quality is so important within an organization?
10. What are the major ingredient in TQM?

5.3 Translation

Translate the following passage into fluent Persian

The quality assurance approach view quality as the responsibility of all employees rather than the exclusive domain of a quality control department. Furthermore, suppliers are treated as partners.

While there have been many individuals who have championed the prevention approach to quality, W. Edwards Deming is perhaps most responsible. Deming was a statistics professor at New York University the 1940 who went to Japan after World War II to assist in improving quality and productivity. While he became very much revered in Japan, Deming remained almost unknown to U.S. business leaders until the 1980s when Japan's quality and productivity attracted the attention of the world. Deming compiled a list of 14 points he believed are needed to achieve quality in any organization. The underlying philosophy of Deming's work in this area is that the cause of poor quality and low productivity is the system and not the employees. He also stressed that it is management's responsibility to correct the system so that the desired results can be achieved. Deming's list is shown are:

1. Create and publish to all employees a statement of the aims and purposes of the company or other organization. The management must demonstrate constantly their commitment to this statement.
2. Learn the new philosophy, top management and everybody.
3. Understanding the purpose of inspection, for improvement of processor and reduction of cost.

4. End the practice of awarding business on the basis of price tag alone.
5. Improve constantly and forever the system of production and service.
6. Institute training.
7. Teach and institute leadership.
8. Drive out fear. Create trust. Create a climate for innovation.
9. Optimize toward the aims and purpose of the company the efforts of teams, groups, and staff.
10. Eliminate exhortations for the workforce.
- 11a. Eliminate numerical quotas for production. Instead learn and institute methods for improvement.
- 11b. Eliminate management by objective. Instead learn the capabilities of processes and how to improve them.
12. Remove barriers that rob people of pride of workmanship.
13. Encourage education and self-improvement for everyone.
14. Take action to accomplish the transformation.

Unit Six

Managing Conflict

General Aims

This unit has been designed to help you learn a number of crucial key words of managing conflict and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of strategic management process.

Behavioral Objectives

After carefully reading this unit, you are expected to:

Define the meaning of the following key words, general words, and do the exercises 6.1.3 and 6.1.4.

6.1.1. Key Words

aggression, ambiguous, antagonistic, aversion, avoidance, beset, clash, competitive, conflict, constructive, cooperative, determinate, destructive, disrupt, dissent, dysfunctional, frank, fund, hamper, incompatible, jurisdiction, mire, mistrust, offending, persist, provoke, resolution, scapegoats, trigger, violence

6.1.2. General Words

affinity, anticipatory, apt, array, awash, cope with, connotation, differentiate, dominate, evoke, intimately, mushroom, pave the ways, prompt, remedy, salvage, scarce, tune

6.2. Do the comprehension exercises 6.2.1 - 6.2.3.

6.3. Translate passage 6.3 into Persian.

6.1. Vocabularies: Definitions and exemplifications

6.1.1 Key words Read through these words and learn to recognize these key words in sentences.

aggression

n

threatening behavior or feelings that often result in fighting

Some of the unexpected behavior of managers can encourage **aggression** in employees.

ambiguous

adj.

open to more than one interpretation; having a double meaning

His position in the company is **ambiguous** and nobody knows which role he has in the company.

antagonistic

adj.

showing opposition to or hatred for an idea or group

The older employees were **antagonistic** to new ideas.

aversion

n

a strong dislike of something or someone

He had a deep-seated **aversion** to most forms of cooperation.

avoidance

n

the act of keeping away from or preventing from happening

The **avoidance** of punishment and promoting reward should be the goal of companies.

beset

v

to make someone experience serious problems or dangers

Most families **beset** by financial problems which seems to be their main concern.

clash

n

a violent confrontation

They hoped that **clashes** of employees will be avoided.

competitive

adj.

able to be more successful than other people or business

Some domestic industry are not as **competitive** as they have been in the past

conflict

adj.

a state of disagreement of argument between people, group etc.

He seems to be permanently in **conflict** with his supervisors.

constructive

adj.

intended to be helpful, or likely to produce good result

He said that the meeting was based on **constructive** criticism.

cooperative

adj.

make, done, or owned by people working together

Car companies have started several **cooperative** ventures.

determinate

adj.

strictly controlled or limited

Their discussion has lost any **determinate** meaning.

destructive

adj.

causing damage to people or things

There are a lot of **destructive** discussions among the sports participants.

disrupt

v

to prevent a situation, event, system etc. from continuing
in its usual way by causing problems

They hope the weather condition won't **disrupt** the children's schooling too much.

dissent

n

disagreement with an official rule or law,
or with an opinion that most people accept

There was no **dissent** from the speaker's view during the meeting.

dysfunctional

adj.

not working correctly or normally

Working in a **dysfunctional** organization is one that does not satisfy people.

frank

adj.

honest and truthful

To be **frank**, business isn't going very well because of conflict between members of it.

fund

n

an amount of money that is collected and
kept for a particular purpose

The government created a **fund** to help poor people's education and health.

hamper

v

to restrict someone's activities or achievement
by causing difficulties for them

Most of travels was **hampered** by bad weather.

incompatible

adj.

two things that are of different types and
cannot be used together

The software is **incompatible** with the operating system.

jurisdiction

n

the official right or power to make legal
decision or the area where this right exists

The company has no legal **jurisdiction** over the quarrel outside the company.

mire

n

a bad or difficult situation that you
cannot seem to escape from

His father stuck in the **mire** of debt and poverty.

offending

adj.

the thing that is causing a problem

He decided to have the **offending** pain decreased.

persist

v

to continue to do something, although
this is difficult, or other people oppose it

He **persisted** with his studies in spite of financial problems.

provoke

v

to cause a reaction or feeling, especially a sudden one

The proposal **provokes** widespread criticism among the audience.

resolution

n

a formal decision or statement agreed on by an
official group of people, especially after a vote

A peaceful **resolution** of the conflict was suggested by special committee.

scapegoat

n

someone who is blamed for something bad
that happens, even if it is not their fault

They believed they had been made a **scapegoat** for what happened.

trigger

n

to make something happen very quickly,
especially a series of events

The customer's talk **triggered** a shocking response from the top manager.

6.1.2 General words

Read through these words and learn to recognize these general words in sentences.

affinity

n

a strong feeling that you like someone or something

He has a natural **affinity** for his family.

anticipatory

n

expressing an event or situation to happen

The **anticipatory** of the inflation was obvious this year.

apt

adj.

tend to; to have a natural tendency to do something

Some of the staff are **apt** to arrive late on Mondays.

array

n

a collection of things or group of people that are related in some way

The employees have a vast **array** of job talents.

awash

adj.

containing too many things or people of a particular kind

Today's television programs **awash** with talk shows, sport games, series, news etc.

cope with

v

to succeed in dealing with a difficult problem, situation or job

It's a lot of work and sometimes he finds it hard to **cope with** all aspect of it.

connotation

n

an idea or feeling that a word invoke in
addition to its literal or primary meaning

The work functions both by analogy and by **connotation**.

differentiate

v

recognize or ascertain what makes (someone of something) different

He is unable to **differentiate** between destructive or competitive conflict.

dominate

v

have a commanding influence on; exercise control over

The company **dominates** the market for operating system software.

evoke

v

to produce a strong feeling or memory in someone

The photographs **evoked** strong memories of our holidays in France.

mushroom

v

to grow or develop quickly

New housing development **mushroomed** on the edge of town.

pave the ways

v

to make a later event or development possible
by producing the right conditions

The company decisions **paved the way** for further employees' development.

prompt

adj.

done quickly, immediately, or at the right time

The workers' wages delayed for a long time so a **prompt** action must be taken.

Remedy

n

a way of dealing with a problem or making
an unsatisfactory situation better

There doesn't seem an effective **remedy** for the problem.

Salvage

v

to make sure that you do not lose something completely

He fought to **salvage** the company's reputation.

scarce

adj.

if something is a scarce, there is no very much of it available

There is fierce competition for the **scarce** resources.

tune

v

to realize or understand what is happening or
what other people are thinking

The company aims to be more **tuned** in to customer needs.

6.1. 3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. competitive
2. determinate
3. conflict
4. antagonistic
5. destructive
6. constructive
7. avoidance

Column II

- () a. handle
- () b. unfriendly
- () c. limited
- () d. to produce a strong feeling
- () e. a state of disagreement
- () f. able to be more successful
- () g. the action of spending funds

- | | |
|-----------------|---|
| 8. cope with | () h. keeping away from |
| 9. evoke | () i. intended to be helpful |
| 10. expenditure | () j. a very close connection |
| | () k. causing damage to people or things |
| | () l. to not trust someone |

6.1.4. Vocabulary Exercises: Fill in the blanks

Fill in the blanks with the appropriate words from the list below. There are more options than required.

trigger, resolution, aggression, remedy, mire, incompatible, cope with,
conflict, competitive, destructive, clash, affinity

1. If there is no.....to the pay dispute, workers may go on strike next week.
2. Computers can a huge amount of data.
3. Most of the companies have been very..... So you can rely on their help.
4. The.....between tradition and innovation seems to be bigger and bigger.
5. The shareholders will give the company aedge in the market.
6. Today's most Middle East countries borders have seen.....
7. His actiona massive response from the organization.
8. An organizationin scandal and controversy.
9. The only.....was to sell part of the company to solve their financial problems.
10. Politeness and truth are often mutually

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. What kind of perspective Abraham Meznik offered with regard to the conflict?
2. How the conflict can be defined in terms of social relation?
3. Whether conflict can be considered as a positive experience?
4. What are the differences between competitive and cooperative conflict?
5. How many set of tools available for managing conflict?
6. What are the major conflict trigger?
7. What kind of conflict resolutions techniques manager use to deal with resolving conflict?

6.2. Reading

Managing Conflict

Conflict is intimately related to change and interpersonal dealings. Harvard's Abraham Meznik offered this perspective:

Because people come together to satisfy a wide array of psychological needs, social relations in general are awash with conflict. In the course of their interactions, people must deal with differences as well as similarities, with aversion as well as affinities. Indeed, in social relations, Sigmund Freud's parallel of humans and porcupines is apt: like porcupines, people injure one another if they get too close; they will feel cold if they get too far apart.

The term conflict has a strong negative connotation, evoking words such as *opposition*, *anger*, *aggression*, and *violence*. But conflict does not have to be a negative experience. For example, this is how Chris Lofgren, CEO of the trucking firm Schneider National, shows conflict;

Conflict between people or between groups of people is not positive. Conflict around business issues is the most wonderful, healthy thing. Any business without tension will fall to its lowest level of performance.

Based on research evidence that most organizational conflict occurs within a cooperative context, Dean Tjosvold offered this more positive definition: " **conflict** involves incompatible behavior; one person interfering, disrupting, or in some other way making another's actions less effective." This definition paves the way for an important distinction between competitive (or destructive) conflict and cooperative (or constructive) conflict. Cooperative conflict is based on a win-win attitude.

Dealing with the Two Faces of Conflict

Tjosvold contrasts competitive and cooperative conflict as follows;

The assumption that conflict is based on opposing interest leads to viewing conflict as a struggle to see whose strength and interest will dominate and whose will be subordinated. We must fight to win, or at least not lose. The assumption that you have largely cooperative goals leads to viewing the conflict as a common problem to be solved for mutual benefit, which in turn makes it more likely that the conflict will be constructive and that people will improve their abilities to deal with conflict.

There is the differences between competitive and cooperative conflict. In the competitive mode, the parties pursue directly opposite goals. Each mistrusts the other's intentions and disbelieves what the other party says. Both parties actively avoid constructive dialogue and have a win-lose attitude. Unavoidably, the disagreement persist and they go their separate ways. Does this self-defeating cycle sound familiar? Probably, because most of us at one time or another have suffered through a broken relationship or destructive conflict with someone else.

In sharp contrast, the cooperative conflict cycle is a mutually reinforcing experience that serves the best interests of both parties. Cooperative conflict is standard practice. As a skill-building exercise, you might want to use the cooperative conflict model to salvage a personal relationship mired in competitive conflict. Cooperative goals are the necessary starting point. This process can be difficult, yet very rewarding. Win-win conflict is not just a good idea; it is one of the keys to career success and a better world.

There are two sets of tools available for managing conflict. The first we call conflict triggers, for stimulating conflict; the second involves conflict resolution techniques, used when conflict becomes destructive.

Conflict Triggers

A **conflict trigger** is a circumstances that increases the chances of intergroup or interpersonal conflict. As long as a conflict trigger appears to stimulate constructive conflict, it can be allowed to continue. But as soon as the symptoms of destructive conflict become apparent, steps need to be taken to remove or correct the offending conflict trigger. Major conflict triggers include the following:

- *Ambiguous overlapping jurisdictions.* Unclear job boundaries often create competition for resources and control. Reorganization can help to clarify job boundaries if destructive conflict becomes a problem.
- *Competition for scarce resources.* As the term is used here, resources include funds, personnel, authority, power, and valuable information. In other words, anything of value in an organizational setting can become a competitively sought-after scarce resource. Sometime, as in the case of money and people, destructive competition for scarce resources can be avoided by enlarging the resource base (such as increasing competing manager's budgets or hiring additional personnel).
- *Communication breakdown.* Because communication is a complex process beset by many barriers, these barriers often provoke conflict. It is easy to misunderstand another person or group of people if two-way communication is hampered in some way. The battle for clear communication never ends, especially in the world of e-business where there is less direct person-to-person communication.
- *Time pressure.* Deadlines and other forms of time pressure can stimulate prompt performance or trigger destructive emotional reactions. When imposing deadlines, managers should consider individuals' ability to cope.
- *Unreasonable standards, rules, policies, or procedures.* These triggers generally lead to dysfunctional conflict between managers and the people they manage. The best remedy is

for the manager to tune into employees' perceptions of fair play and correct extremely unpopular situations before they mushroom.

- *Personality clashes.* It is very difficult to change one's personality on the job. Therefore the practical remedy for serious personality clashes is to separate the antagonistic parties by reassigning one or both to a new job.
- *Status differentials.* As long as productive organizations continue to be arranged hierarchically, this trigger is unavoidable. But managers can minimize dysfunctional conflict by showing a genuine concern for the ideas, feelings, and values of lower-level employees.
- *Unrealized expectations.* Dissatisfaction grows when expectations are not met. Conflict is another by-product of unrealized expectations. Destructive conflict can be avoided in this area by taking time to discover, through frank discussion, what people expect from their employment. Unrealistic expectations can be counted before they become a trigger for dysfunctional conflict.

Managers who understand these conflict triggers will be in a much better position to manage conflict in a systematic and rational fashion. Those who passively wait for things to explode before reacting will find conflict managing them.

Resolving conflict

Even the best managers sometimes find themselves in the middle of destructive conflict, whether it is due to inattention or circumstances beyond their control. In such situations, they may choose to do nothing, called an *avoidance* strategy by some, or try one or more of the following conflict resolution techniques.

Problem Solving. When conflicting parties take the time to identify and correct the source of their conflict, they are engaging in problem solving. This approach is based on the assumption that causes must be rooted out and attacked if anything is really to change. Problem solving encourages managers to focus their attention on causes, factual information, and promising alternatives rather than on personalities or scapegoats. The major shortcoming of the problem solving approach is that it takes time, but the investment of extra time can pay off handsomely when the problem is corrected instead of ignored and allowed to worsen.

Superordinate Goals. "Superordinate goals are highly valued, unattainable by any one group [individual] alone, and commonly sought." When a manager relies on superordinate goals to resolve destructive conflict, he or she brings the conflicting parties together and, in effect, says, Look, we're all in this together. Let's forget our position and try to solve the problems together.

Comprehension Questions

6.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

- 1.....Regarding sources of conflict, there is a close relationship between psychological needs and social relations.
- 2..... ..Conflict between groups of people and organizations have not the same effect.
- 3.....On the basis of win-lose attitude, cooperative conflict emerge.
- 4.....Based on a win-lose attitude, it is assumed that constructive conflict can improve people's abilities to handle the problems.
- 5..... In competitive mode of conflict, both parties have a win-lose attitude.
- 6.....The difficult rewarding process of cooperative goals are necessary.
- 7..... It is necessary to correct the offending conflict trigger after the symptoms of competitive conflict appear.
- 8.....Scarce resources consist of worthless information, financial issues, authority, and power.
- 9.....In the world of e-business, communication breakdown is often obvious for lake of

direct mutual communication.

- 10..... Triggers such as unreasonable rules and policies cause to functional conflict.
- 11..... In the situations of personality clashes, the best way for dealing with is the separation and replacement of opposite parties' value
- 12.....Lower-level employees' ideas, feelings, and should be concerned even in a hierarchical arrangement.
- 13.....Destructive conflict can be avoided when people expect frank discussion from their employment.
- 14.....The major shortcoming of the problem-solving approaches is the investment of extra time.
- 15..... According to the superordinate goals, managers brings the conflicting parties together.

6.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. According to Freud's view point, conflict in.....are unavoidable and can be created due to their closeness or when they are apart.

- | | |
|--------------------------|-----------------------|
| a. psychological needs | b. financial problems |
| c. economical situations | d. social relations |

2. Since conflict people' threatening behavior, violence, it cannot be concerned as a negative experience.

- a. change b. satisfy c. evoke d. interfere

3. Research evidence shows that organizational conflict happen inside asituation.

- a. competitive b. destructive c. operative d. cooperative

4. According to the passage, when a person havebehavior, it means that s/he prevents actions to be done successfully.

- a. avoidable b. incompatible c. interactional d. connotative

5. A win-lose attitude towards things among people or organizational members refer toconflict.

- a. constructive b. cooperative c. suggestive d. competitive

6. Regarding conflict as constructive, makes people solve their problems for the sake of theirrelations in order to improve their abilities for handling the conflict.

- a. reciprocal b. social c. psychological d. functional

7. Thebetween competitive and cooperative conflict lies on their attitude win-win or win- lose attitudes.

- a. intention b. destruction c. distinction d. construction

8. When conflict become competitive, the only tools istechnique for managing conflict.

- a. competition b. resolution c. separation d. destruction

9. Conflict triggers are sets of tools available for.....conflict.

- a. experiencing b. practicing c. stimulating d. defeating

10. With regard to the conflict triggers, competition forcan be created by lack of clear job boundaries.

- a. circumstances b. chances c. symptoms d. resources

11. Scarce resources of destructive competition can be prevented by enhancing managers' or to employ other personnel.
- a. authorities b. funds c. powers d. budgets
12.deadlines on individuals, trigger destructive emotional reactions.
- a. Provoking b. Imposing c. Performing d. Preparing
13. In order to prevent destructive conflict cause by people's unrealized expectations, manager can understand their employees' expectation via.....discussion.
- a. rational b. valuable c. frank d. serious
14. Regarding resolving conflict, managers make use ofstrategy to solve the destructive conflict.
- a. promotion b. ignorance c. avoidance d. encouragement
15. In the case of destructive conflict, managers try to use resolution techniques ofand problem solving approach.
- a. superordinate goals b. factual information
- c. personal scapegoats d. alternative promising

6.2.3 Open – ended Questions

Answer the following questions

1. How conflict can be viewed in terms of social relations?
2. How Sigmund Freud elaborate the term conflict in social relations?
3. What is the positive definition of conflict?
4. How the differences between destructive and constructive conflict mentioned in the passage?

5. What kind of assumption conflict is based on win-win attitude?
6. What are the role of parties in competitive mode of conflict?
7. What are the reactions of managers in a productive organization with a hierarchical arrangement?
8. How destructive conflict can be avoided based on unrealized expectations?
9. In which situations managers use an avoidance strategy to resolve conflict?
10. How managers can be encouraged by problem solving technique?

6.3 Translation

Translate the following passage into fluent Persian.

Keep Your Cool, Get Ahead

A new study by the Management Development Institute (MDI) found a strong link between a person's ability to successfully resolve conflict and his or her perceived effectiveness as a leader.....

The study sample comprised 172 employees (90 males; 82 female) from five different organizations: a resort hotel, a manufacturing company, an insurance company and two governmental agencies. About half of these individuals hold middle-level or higher management position in their organizations....

A study revealed strong correlation between certain conflict resolution behaviors and perceived suitability for promotions, which MDI categorizes as "best" or "worst" advancement behaviors.....

Best Leadership/ Career Advancement Behaviors

- *Perspective taking*- a tendency to respond to conflict by trying to put one's self in the other person's position and trying to understand that point of view.
- *Creating solutions*- a tendency to respond to conflict by brainstorming with the other person, asking questions and trying to create solutions to the problem.

- *Expressing emotions*- a tendency to respond to conflict by talking honestly with the other person and expressing one's thoughts and feelings.
- *Reaching out*- a tendency to respond to conflict by reaching out to the other person, making the first move and trying to make amends.

Worst Leadership/ Career Advancement Behaviors

- *Avoidance* – a tendency to respond to conflict by avoiding or ignoring the other person and acting distant and aloof.
- *Winning at all costs*- a tendency to respond to conflict by arguing vigorously for your own opinion, refusing to consider changing one's position and trying to win regardless of the interpersonal costs.
- *Displaying anger*- a tendency to respond to conflict by expressing anger, raising one's voice and using harsh, angry words
- *Demeaning others*- a tendency to respond to conflict by laughing at the other person, ridiculing the other's ideas and using sarcasm.
- *Retaliating* – a tendency to respond to conflict by obstructing the other person, retaliating against the other person and trying to get revenge.

Unit Seven

Strategic Management Process

General Aims

This unit has been designed to help you learn a number of crucial key words of strategic management process and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of strategic management process.

Behavioral Objectives

After carefully reading this unit, you are expected to:

- 7.1. Define the meaning of the following key words, general words, and do the exercises 7.1.3 and 7.1.4.

7.1.1 Key Words

approach, assess, asset, associate, compensation, competition, corporate management, coordinate, establishment, expansion, finance, functional, implementation, incorporate, integration, institutionalize, labor union, lead, mission, objectives, performance, policy, revenue rivalry, subsidiary, status, strategy, strategic management, trend, ultimately

7.1.2. General Words

adjusting, compatible, concurrent, critical, current, diagnose, entrant, feasible, inception, initiate, interchangeable, involvement, outline, piecemeal, proximity, pursue, threat

7.2. Do the comprehension exercises 7.2.1 and 7.2.3.

7.3. Translate passage 7.3 into Persian.

7.1 Vocabularies: Definitions and exemplifications

7.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

approach

v

dealing with something

We need to **approach** the job in a reasonable way.

assess

v

set the value of a tax for a property

or a person at a special level

The committee must **assess** the relative importance of the issues.

asset

n

the things that a company owns,

that can be sold to pay debts

The new company established a corporation with billions in **assets**

associate

adj.

joined or connected with an organization or business

compensation

n

money paid to someone because they have suffered injury

or loss, or because something they own was damaged

Board members will receive **compensation** in the form of stock options, as well as a salary.

competition

n

the activity or condition of competing

There is a fierce **competition** between banks for attracting their customers.

coordinate

v

bring the different elements of a complex activity or organization into relationship that will ensure efficiency or harmony

He has responsibility for coordinating Tehran's transportation services..

corporate

adj.

belonging or relating to a corporation,
esp. a large company or group

The service emphasizes the **corporate** responsibility of the congregation.

corporate management

adj.p

managing organizations that relate to a
corporation, esp. a large company or group

Corporate management is one of the essential issues in the realm of organizations that must be taken into consideration.

establishment

n

the action of establishing something or being established

The establishment of such a large organization needs more investment in terms of personnel and financial dimension.

expansion

n

a period of increased business activity of increased growth

Most regions are enjoying rapid economic **expansion**.

finance

n

the management of money, especially money controlled by a government , company, or large organization

The company believed that the **finance** for running the new business is very high.

functional

adj.

designed to be useful ; having a useful purpose

The company was divided into four main **functional** areas.

implementation

n

the process of putting a decision or plan into effects, execution

She was responsible for the **implementation** of the plan.

incorporate

n

including something as part of a group, system, plan, etc

Companies are trying to **incorporate** ethical issues in their policies.

institutionalize

v

to make something a normal accepted part of a social system or organization:

They struggled to institutionalize equality for women

integration

n

the combining of two or more things so that they work together effectively

The **integration** of data from other surveys was analyzed by top managers.

labor union

n

an organization formed by workers to protect their right

It was the demand of **labor union** to enhance the wage of the workers and to reduce the work hours.

lead

v

guide; direct

The factory manager **led** the workers to a safety place.

mission

n

a particular task done by a person or a group

Their mission is to provide quality long-term care to the newly arrived strategies.

objectives

n

something that you are trying hard to achieve,
especially in business or politics SYN goal:

He vowed to achieve certain **objectives** before the end of his presidency.

performance

n

how well or badly you do a particular job or activity;
how much money a product, business makes

The company's economic performance was not acceptable.

policy

n

a course or principle of action adopted or proposed
by a government, party, or business

It is not their company's **policy** to dispense with their older workers.

revenue

n

money received by a business as a result of its trading activity

The plan would cost the government over Rials 150 billion in lost **revenue**.

rivalry

n

continuous competition for the same objectives
or for superiority in the same field

There is a serious **rivalry** among the suppliers of the company.

status

n

the social and professional rank or position,
considered in relation others

He worked a number of others job with low **status**.

strategy

n

the act of planning and moving forces,
planning or managing any affair well

The company will spend a lot of money on the development of new products and sales **strategy**.

strategic management

adj. p

relating to the identification of long-term or overall
aims, interests. action, and the means of achieving them

The company should take **strategic management** to cope with fundamental changes in the environment.

subsidiary

n

a company that is owned or controlled by another company;
a company controlled by a holding company

The subsidiary companies were checked and analyzed in terms of their efficiency and income.

trend

n

a general direction in which something
is developing or changing

An upward **trend** in sales and profit margins has been observed.

ultimately

adv

finally, after everything else has been done or considered

Ultimately, the decision rests with the child's parents

7.1.2 General words

Read through this selection and learn to recognize general words in sentences.

adjusting

n

a small alteration or movement made to achieve a desired fit

He **adjusts** a new diet because of its necessity.

compatible

adj.

(of two things) able to exist or occur together without conflict;

(of two people) able to have a harmonious relationship;

It seems to be very odd that there is no **compatible** link between different parts of the company

concurrent

adj.

existing or happening at the same time:

The exhibition reflected **concurrent** developments abroad.

critical

adj.

making severe judgment, very important, crucial

The next phase is **critical** to the projects' success.

current

adj.

belonging to the present time;

happening or being used or done now

He started his **current** job last year, after his university graduation.

diagnose

v

identify the nature of problems by examination of the symptoms

His disease is **diagnosed** at the early stage by doctors.

entrant

n

a person or a group that enters, joins, or takes part in something

Entrants for the next competition come from multinational companies.

feasible

adj

a plan, idea, or method that is feasible is possible

and is likely to work

A **feasible** solution has been suggested by the new company's manager.

inception

n

the start of an organization or institution; beginning; the

establishment or starting point of an institution or activity

He has been on the board since its **inception** two years ago.

initiate

v

to arrange for something to start, such as an official process or a

new plan

They have decided to initiate legal proceedings against the newspaper.

interchangeable

adj.

things that can be used instead of each other

These two terms are **interchangeable**.

involvement

n

the fact or condition of being involved with or

participating in something; participation

His involvement in the case was very brief.

outline

v

the main ideas or facts about something, without the details

A research proposal was prepared in a form of **outline**.

piecemeal

adj

a process happens slowly and in stages

that are not regular or planned properly:

The buildings have been adapted in a **piecemeal** fashion.

proximity

n

nearness in space, time, or relationship

The company chose their office for its **proximity** to the school.

pursue

v

consider, continue steadily with

The manager is currently **pursuing** several lines of inquiry into the case.

threat

n

a statement that you will cause someone pain,

unhappiness or trouble

7.1. 3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

Column II

1. labor union

() a. guide, direct

2. rivalry

() b. well-suited

- | | |
|------------------|--|
| 3. lead | () c. including something as part of a plan |
| 4. associate | () d. an organization formed by workers to |
| 5. compatible | protect their right |
| 6. feasible | () e. competition |
| 7. assess | () f. joined to an organization or business |
| 8. incorporation | () g. having a useful purpose |
| 9. proximity | () h. particular task done by a person |
| 10. functional | () i. to evaluate the ability or quality of something |
| 11. inception | () j. nearness in space, time, and relationship |
| 12. revenue | () k. participation |
| 13. mission | () l. the establishment of an institution or activity |
| 14. involvement | () m. money received by a business as a result of |
| | its trading activity |
| | () n. a plan, or idea is likely to work |
| | () o. expansion |

7.1.4. Vocabulary Exercises: Fill in the blanks

Fill in the blanks with the appropriate words from the list below. There are more options than required.

identification, corporate, trending, decision
 establish, internal, proximity, trends, pursue, expansion,
 financial, option , performance, objectives ,environment, deal, mission

1. Evaluating an organization'susually involves some part of thorough analysis and diagnosis.
2. Formulating strategies of management is based on the decision of different made towards different ranges

3. The examination of organizational internal and externalis necessary for the establishment of an objectives.
4. The formulation stage of the strategic management processwith developing strategic plan.
5. The establishment of organizationalhas priority to its specific long- and short- range objectives of its units.
6. The mission statement of the organization its long-range objectives.
7. The identification of organizational strengths and weaknesses based onanalysis.
8. The external factors of organizations' environment, are classified by theirto the organizations both in terms of its broad and complete environment.
9. The major factors in the broad organizational external environment are represented in the form of social, political, and technological.....
10. The most appropriate business level strategy can be chosen to.....by managers.
11. An internal financial analysis could severely restrict and organization's options for.....
12. There is a relationship between theof corporate strategy and additional sub strategies for supporting it.
13. Organizational actions can be achieved by the formulation of thestrategy.
14. Unemployment has been trending upward.
15. Some types of formalized process are necessary for making decision in strategic management.

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. How strategic management can be defined?
2. What are the three major phases of the strategic management process?
3. What is the purpose of organization's mission?
4. What is SWOT analysis?
5. Why is it important to diagnose past as well as present performance?

6. What are the five forces of competition?
7. What is an SBU?
8. What is the difference between a functional strategy and a business strategy?

7.2 Reading

The Strategic Management Process

Strategic management

The rapid rate of change in today's business world is making it increasingly necessary that managers keep their plans current. Strategic management is the application of the basic planning process at the highest levels of the organization. Through the strategic management process, top management determines the long run direction and performance of the organization by ensuring careful formulation, proper implementation, and continuous evaluation of plans and strategies. The essence of strategic management is developing strategic plans and keeping them current as changes occur internally and in the environment. It is possible to prepare a formal plan with a well-defined strategy and not practice strategic management. In such a situation, the plan could become outmoded as changes occur in the environment. Practicing strategic management does not ensure that an organization will meet all change successfully, but it does increase the odds.

Although guided by top management, successful strategic management involves many different levels in the organization. For example, top management may ask middle- and lower-level managers for input when formulating top-level plans. Once top-level plans have been finalized, different organizational units may be asked to formulate plans for their respective areas. A proper strategic management process helps ensure that plans throughout the different levels of the organization are coordinated and mutually supportive.

Organizations that consciously engage in strategic management generally follow some type of formalized process for making decisions and taking actions that affect their future direction. In the absence of a formal process, strategic decisions are made in a piecemeal fashion. An informal approach to strategy, however, does not necessarily mean the organization doesn't know what it

is doing. It simply means the organization does not engage in any type of formalized process for initiating and managing strategy.

The strategic management process includes setting the organization's mission; defining what business or businesses the organization will be in; setting objectives; developing, implementing, and evaluating strategies; and adjusting these components as necessary. While the basic process is similar in most organizations, differences exist in the formality of the process, levels of managerial involvement, and degree of institutionalization of the process.

Although different organizations may use somewhat different approaches to the strategic management process, most successful approaches share several common components and a similar sequence. The strategic management process is composed of three major phases: (1) formulating the strategic plan, (2) implementing the strategic plan, and (3) evaluating the strategic plan. The **formulation phase** is concerned with developing the initial strategic plan. The **implementation phase** involves implementing the strategic plan that has been formulated. The evaluation phase stresses the importance of continuously evaluating and updating the strategic plan after it has been implemented.

Each of these three phases is critical to the success of the strategic management process. A breakdown in any one area can easily cause the entire process to fail.

Formulating Strategy

Formulation stage of the strategic management process involves developing the corporate- and business-level strategies to be pursued. The strategies ultimately chosen are shaped by the organization's internal strengths and weaknesses and the threats and opportunities the environment presents.

The first part of the formulation phase is to obtain a clear understanding of the current position and status of the organization. This includes identifying the mission, identifying the past and present strategies, diagnosing the organization's past and present performance, and setting objectives for the company's operation.

1. To ensure harmony of purpose within the organization.
2. To provide a basis for motivating the use of the organization's resources.
3. To develop a basis, or standard, for allocating organizational resources.
4. To establish a general tone or organizational climate; for example, to suggest a businesslike

operation.

5.To serve as a focal point for those who can identify with the organization's purpose and direction and to deter those who cannot do so from participating further in its activities.

6.To facilitate the translation of objectives and goals into a work structure involving the assignment of tasks to responsible elements within the organization.

7.To specify organizational purposes and the translation of these purposes into goals in such a way that cost, time, and performance parameters can be assessed and controlled.

Identifying Mission

An organization's mission is actually the broadest and highest level of objectives. The mission defines the basic purpose or purposes of the organization (for this reason, the term mission and purpose are often used interchangeably). Basically, an organization's mission outlines why the organization exists. A mission statement usually includes a description of the organization's basic products or services and a definition of its market-s or sources of revenue. Figure 5.3 outlines the objectives of a typical mission statement. Figure 5.4 presents actual mission statements from three well-known companies.

Defining mission is crucial. It is also more difficult than one might imagine. Over 50 years ago, Peter Drucker emphasized that an organization's purpose should be examined and defined not only at its inception or during difficult times but also during successful periods. If the railroad companies of the early 1900s or the wagon makers of the 1800s had made their organizational purpose to develop a firm position in the transportation business, they might hold the same economic positions today that they enjoyed in earlier times.

Drucker argues that an organization's purpose is determined not by the organization itself but by its customers. Customer satisfaction with the organization's product or service defines the purpose more clearly than does the organization's name, statutes, or articles of incorporation. Drucker outlines three questions that need to be answered to define an organization's present business. First, , management must identify the customers: where they are, how they buy, and how they can be reached. Second, management must know what the customer buys. For instance, does the Rolls-Royce owner buy transportation or prestige? Finally, what is the customer looking for in the product? For example, does the home-owner buy an appliance from Sears because of price, quality, or service?

Management must also identify what the future business will be and what it should be. Drucker presents four areas to investigate. The first is market potential: What does the long-term trend look like? Second, what changes in market structure might occur due to economic developments, changes in styles or fashions, or competition? For example, how have oil prices affected the automobile market structure? Third, what possible changes will alter customers' buying habits? What new ideas or products might create new customer demand or change old demands? Consider the impact of the cell phone on the demand for pay telephones. Finally, what customers' needs are not being adequately served by available products and services? The introduction of overnight package delivery by FedEx is a well-known example of identifying and filling a current customer need.

Identifying Past and Present Strategies

Before deciding if a strategic change is necessary or desirable, the past and present strategies used by the organization need to be clearly identified. General questions to be addressed include the following: Has past strategy been consciously developed? If not, can past history be analyzed to identify what inherent strategy has evolved? If so, has the strategy been recorded in written form? In either case, a strategy or a series of strategies, as reflected by the organization's past actions and intentions, can usually be identified.

Diagnosing Past and Present Performance

To evaluate how past strategies have worked and determine whether strategic changes are needed, the organization's performance record must be examined. How is the organization currently performing? How has the organization performed over the last several years? Is the performance trend moving up or down? Management must address all of these questions before attempting to formulate any type of future strategy. Evaluating an Organization's performance usually involves some type of in-depth financial analysis and diagnosis.

Once management has an accurate picture of the current status of the organization, the next step in formulating strategy is to decide what the long-, intermediate-, and short range objectives should be in light of the current mission. However, these objectives cannot be accurately established without examining the Internal and external environments. Thus, establishing the

long-and intermediate-range objectives and analyzing the internal and external environment are concurrent processes that influence each other.

Setting Objectives

Once the mission of the organization has been clearly established, the guidelines offered earlier in this chapter should be followed to determine the specific long-and short- range objectives of the different organizational units. In general, long-range organizational objectives should derive from the mission statement. These long-range organizational objectives should then lead to the establishment of short-range performance objectives for the organization. Derivative objectives are subsequently developed for each major division and department. This process continues down through the various subunits right down to the individual level.

SWOT Analysis

SWOT is an acronym for an organization's strengths, weaknesses, opportunities, and threats. A SWOT analysis is a technique for evaluating an organization's internal strengths and weaknesses and its external opportunities and threats. A major advantage of using a SWOT Analysis is that it provides a general overview of whether its overall situation is healthy or unhealthy. The underlying assumption of a SWOT analysis is that managers can better formulate a successful strategy after they have carefully reviewed the organization's strengths and weaknesses in light of the threats and opportunities the environment presents.

An organization's strengths and weaknesses are usually identified by conducting an internal analysis of the organization. The basic idea of conducting an internal analysis is to perform an objective assessment of the organization's current strengths and weaknesses. What things does the organization do well? What things does the organization do poorly? From a resource perspective, what are the organization's strengths and weaknesses?

The threats and opportunities presented by the environment are usually identified by methodically assessing the organization's external environment. An organization's external environment consists of everything outside the organization, but the focus of the assessment is on the external factors that have an impact on its business. Such factors are classified by their proximity to the organization: They are either in its broad environment or in its competitive environment. Broad environment factors are somewhat removed from the organization but can

still influence it. General economic conditions and social, political, and technological trends represent major factors in the broad environment. Factors in the competitive environment are close to the organization and come in regular contact with it. Stockholders, suppliers, competitors, labor unions, customers, and potential new entrants represent members of the competitive environment.

Managers use many different qualitative and quantitative methods for forecasting broad environment trends. Qualitative techniques are based primarily on opinions and judgments, whereas quantitative techniques are based primarily on the analysis of data and the use of statistical techniques. Both methods can be helpful depending on the circumstances and the information available.

The five forces model of competition is a tool developed by Michael Porter to help managers analyze their competitive environment. This model suggests that the competitive can be assessed by analyzing the import of and interactions among five major forces in the competitive or industry environment: (1) suppliers, (2) buyers, (3) competitive rivalry among firms currently in the industry, (4) product or service substitutes, and (5) potential entrants into the industry. By using this tool to assess the competitive environment, managers can then better select the most appropriate business level strategy to pursue. Figure 5.5 summarizes the five forces model of competition.

An assessment of the external environment emphasizes the fact that organizations do not operate in a vacuum and are very much affected by these surroundings. Figure 5.6 lists several factors that managers should consider when assessing an organization's strengths and weaknesses and the threats and opportunities posed by the environment. The most important result of a SWOT analysis is the ability to draw conclusions about the attractiveness of the organization's situation and the need for strategic action.

Comparing Strategic Alternatives

The goal in this stage of the formulation process is to identify the feasible strategic alternative (in light of everything that has been done up to this point) and then select the best alternative. Given the mission and long-range objectives, what are the feasible strategic alternatives? The results of the SWOT analysis also limit the feasible strategic alternatives. For example, the results of an internal financial analysis could severely restrict an organization's options for

expansion. Similarly, the results of an external analysis of the population trends might also limit an organization's expansion plans. Once a set of feasible alternatives has been defined, the final strategic choice must be made.

The evaluation and final choice of an appropriate strategic alternative involves the integration of the mission, objectives, internal analysis, and external analysis. In this phase, management attempts to select the corporate strategy that offers the organization its best chance to achieve its mission and objectives through actions that are compatible with its capacity for risk and its value structure. Once the corporate strategy has been identified, additional sub strategies must be selected to support it.

In the case of diversified, multi business organization, comparing Strategic alternatives involves assessing the attractiveness of each business as well as the overall business mix. A

Strategic business unit (SBU)

SBU is a district business that has its own set of competitors and can be managed reasonably independently of other businesses within the organization. The elements of an SBU vary from organization to organization.

POTENTIAL INTERNAL STRENGTHS POTENTIAL INTERNAL WEAKNESSES

- | | |
|---|--|
| <ul style="list-style-type: none"> •core competencies in key areas •Adequate financial resources •Well-thought-of by buyers •An acknowledged market leader •Well-conceived functional area strategies •Access to economies of scale •Insulated (at least somewhat) from strong competitive pressures •Proprietary technology •Cost advantages •Better advertising campaigns •Product innovation skills •Proven management | <ul style="list-style-type: none"> • No clear strategic direction • Obsolete facilities • Subpar profitability because. . . • Lack of managerial depth and talent • Missing some key skills or competencies • Poor track record in implementing strategy • Plagued with internal operating problems • Falling behind in R&D • Too narrow a product line • Weak market image • Weak distribution network • Below-average marketing skills • Unable to finance needed changes in strategy |
|---|--|

- Ahead on experience curve
- Better manufacturing capability
- Superior technological skills
- Other?
- Higher overall unit costs relative to key competitors
- Other?

POTENTIAL EXTERNAL OPPORTUNITIES POTENTIAL EXTERNAL THREATS

- | | |
|--|---|
| • Ability to serve additional customer groups or expand into new markets or segments | • Entry of lower-cost foreign competitors |
| • Ways to expand product line to meet broader range of customer needs | • Rising sales of substitute products |
| • Ability to transfer skills or technology know-how to new products or businesses | • Slower market growth |
| • Integrating forward or backward | • Adverse shifts in foreign exchange rates and trade policies of foreign government |
| • Falling trade barriers in attractive foreign markets | • Costly regulatory requirements |
| • Complacency among rival firms | • Vulnerability to recession and business cycle |
| • Ability to grow rapidly because of strong increases in market demand | • Growing bargaining power of customers or suppliers |
| • Emerging new technologies | • Changing buyer needs and tastes |
| | • Adverse demographic changes |
| | • Other? |

but can be a division, a subsidiary, or a single product line. In a small organization, the entire company may be an SBU.

Implementing Strategy

After the corporate strategy has been carefully formulated, it must be translated into organizational actions. Given that the corporate strategy and business-level strategies have been clearly identified, what actions must be taken to implement them? Strategy implementation involves everything that must be done to put the strategy in motion successfully.

Necessary actions include determining and implementing the most appropriate organizational structure, developing short-range objectives, and establishing functional strategies.

Organizational Factors

Not only does an organization have a strategic history; it also has existing structures, policies, and systems. Although each of these factors can change as a result of a new strategy, each must be assessed and dealt with as part of the implementation process.

Even though an organization's structure can always be altered, the associated costs may be high. For example, reorganization may result in substantial hiring and training costs for newly structured jobs. Thus, from a practical standpoint, an organization's current structure places certain restrictions on strategy implementation.

The strategy must fit with current organizational policies, or the conflicting policies must be modified. Often past policies can be altered. For example, A.T. Cross Company, manufacturer of the world-renowned writing instruments, has a policy of unconditionally guaranteeing its products for life. Because customers have come to expect this policy, Cross would find it difficult to discontinue it.

Similarly, organizational systems that are currently in place can affect how the strategy might best be implemented. These systems can be either formal or informal. Examples include information systems, compensation systems, communication system, and control systems.

Functional Strategies

As introduced earlier in this chapter, functional strategies are the means by which business strategies are operationalized. Functional Strategies outline the specific short-range actions to be taken by the different functional units of the organization (production, marketing, finance, human resource, etc.) to implement the business strategies. The development of functional strategies generally requires the active participation of many levels of management. In fact, input by lower levels of management at the development stage is essential to the successful implementation of functional strategies.

Evaluating and Controlling the Strategic Plan

After the strategic plan has been put into motion, the next challenge is to monitor continuously the organization's progress toward its long-range objectives and mission. Is the corporate strategy working, or should revisions be made? Where are problems likely to occur? The emphasis is on

making the organization's managers aware of the problems that are likely to occur and of the actions to be taken if they do arise. As discussed earlier in this chapter, continuously evaluating and responding to internal and environmental changes are what strategic management is all about.

Comprehension Questions

7.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write 'T' before true statement and 'F', before false statements. Base your answers on the information given in the passage.

- 1.....Strategic management basically apply planning process at all levels of the organization.
- 2..... Strategic plans and its continues exiting changes in the environment are part of strategic management.
3.A formal plan with a well-defined strategy cannot be prepared without strategic management.
- 4.....An organization will meet all changes successfully if the strategic management practice ensure it.
5.The long-term management and performance of the organization is resolved by top management.
- 6..... The importance of continuously assessing and updating the strategic plan refers to implementing formulation stage.
- 7.....There is no relationship among the areas of strategic management process.

- 8.....A description of organization's basic products or services and a definition of its markets or sources of revenue is part of a mission statement.
- 9.....The organization's purpose is determined only by its customers.
- 10.....The short range performance objectives for organization lead to long-range organizational objectives.
- 11.....The analysis of data and the use of statistical technique refers to quantitative data.
- 12.....The results of the SWOT analysis can limit the feasible strategic alternatives.
13. Changing the future policies of an organization not necessarily depends on its past policies.
- 14.....There is little relationship between strategy implementation and putting that strategy in motion.
15. The introduction of overnight package delivery by Fed Ex is a popular example of identifying and filling a current customer need.

7.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. In order to cope with the rapid rate of change in the world of business, managers need to renew theirprocess at top of their organization.
a. organizing b. determining c. planning d. managing
2. Top management duty via the strategic management process is tothe overall planning process of an organization.
a. direct b. ensure c. change d. determine

3. Strategic management gives responsibility to top management to establish the organizational direction, performance implementation, plans, and strategies.
 - a. function
 - b. evaluation
 - c. application
 - d. situation
4. According to strategic management, all level- managers involve in.....top-level plans.
 - a. Practicing
 - b. organizing
 - c. formulating
 - d. determining
5. Formulating plans for different areas might be asked after the finalization oflevel plans
 - a. low
 - b. middle
 - c. top
 - d. all
6. Although there are similarities in most organizations in terms of basic process, differences exist in the levels of.....involvement.
 - a. strategic
 - b. formal
 - c. informal
 - d. managerial
7. The success of the strategic management process depends onstages.
 - a. two
 - b. three
 - c. four
 - d. five
8. The corporate- and business-level strategies are shaped via the internal characteristics of organizational environment.
 - a. three
 - b. four
 - c. five
 - d. six
9. Defining the basic purpose(s) of an organization or why organization exists refers to organizations.....
 - a. approach
 - b. decision
 - c. sequence
 - d. mission
10. According to the passage, an organization's purpose should be checked and described both at its.....during difficult and successful time and period.
 - a. Satisfaction
 - b. position
 - c. inception
 - d. fashion
11. In order to define an organization's present business, management must identify the.....needs in terms of what, how, and where they buy.
 - a. manager's
 - b. price's
 - c. purpose's
 - d. customer's
12. According to the passage, the four areas of investigations refer to market potential,change of customer's buying habits, and customer's needs.
 - a. incorporation
 - b. organization
 - c. competition
 - d. fashion

13. Making decision onchange, require identification of the past and present strategies used by the organization.
- a. economic b. strategic c. potential d. adequate
14. The organization's performance record are needed to be checked for the.....of past strategies efficiency.
- a. satisfaction b. evaluation c. mission d. reflection
15. Generally, long-range organizational objectives shouldfrom the mission statement.
- a. develop b. derive c. divide d. follow
16. The development ofobjective process continues from top to down via the different level of organization at both the individual level and subunits as well.
- a. derivative b. accurate c. major d. feasible
17. On the basis ofanalysis, managers can formulate strategy successfully after organization's strength and weakness have been examined.
- a. SMP b. SWOT c. SBU d. CMP
18. The members of the.....environment are stockholders, suppliers, competitors, labor unions, customers, and potential new entrants.
- a. competitive b. effective c. supportive d. protective
19. Finally, management evaluates an appropriate strategic alternative by the mission, objectives, and external and internal analysis.
- a. organizing b. altering c. integrating d. selecting
20. Changing organizational structures seems to be
- a. hard b. expensive c. easy d. cheap

7.2.3 Open – ended Questions

Answer the following questions

1. What does the formulation phase of the strategic management process involve?
2. How many important stages the strategic management process consist of?
3. What are different steps of the first part of formulation stage during the implementation of the strategic management process?
4. What things define organization purpose more obviously than its name, status, or articles of incorporation?
5. How many questions are needed to be answered to define an organization present business situation?
6. What are the concurrent processes between organizational objectives and its environment?
7. What is a SWOT analysis?
8. How many forces model of competition did Michael Porter develop?
9. What is the most important result of a SWOT analysis?
10. What is an SBU?

7.3 Translation

Strategy Implementation: Corporate Governance

Organizations today are experiencing lots of pressures at the level of **corporate governance**. This is the system of control and monitoring of top management performance exercised by boards of directors and boards of trustees.

Boards are supposed to make sure that the strategic management of the enterprise is successful. But they are sometimes too compliant and uncritical in endorsing or confirming the strategic initiatives of top management. Such weak corporate governance means top management isn't subjected to rigorous oversight and accountability. As a results, organizations can end up doing the wrong or bad things, or just performing poorly.

When governance fails, blame may be placed on the individual board members or on the composition of the board overall. Controversies can arise over the role of *inside directors* who are chosen from the senior management of the organization, and outside directors who are

chosen from other organizations and positions external to the organization. In some cases insiders may have too much control; in others the outsiders may be selected because they are friends of top management or at least sympathetic to them.

One area where corporate governance has been criticized is CEO pay, specifically for allowing excessive pay. The words out of Washington and other world capitals during the financial crisis were that corporate board members better exercise stronger governance over such matters or the government will start doing the job for them. CEO John Machee of Whole Foods pushes the issue further into the realm of **self-governance**, saying; " I do think it's the responsibility of the leadership of an organization to constrain itself for the good of the organization." Shareholders activists are also increasingly vocal in proposing "say-on-pay" resolutions at annual corporate meetings. Apple and Pfizer are among the firms where such resolutions have passed. But when AT&T's retire association supported a say-on-pay vote, it was defeated. The association's president, Carole Lovell, said: "AT&A's executive compensation policies continue to exhibit all the worst excesses and abuses."

Unit 8

Related and Emerging Approaches to Leadership

General Aims

This unit has been designed to help you learn a number of crucial key words of related and emerging approaches to leadership and some of the general words in meaningful context; to expand your reading comprehension skills; and to make you familiar with typical passages of related approaches to leadership.

Behavioral Objectives

After carefully reading this unit, you are expected to:

1. Define the meaning of the following key words, general words, and do the exercises 8.1.3 and 8.1.4.

8.1.1. Key Words

align, alignment, approach, attendant, availability, charisma, charismatic leadership, collectivism, conduct, cross-cultural, directive, dissent, ethical conduct, ethical leadership, ethical standards, formalization, group cohesion, head, individualism, inflexibility, inspirational leadership, on duty, professional orientation, rigid reward structure, strategic leadership, , task, trait theories, transformational leadership, vision, workforce

8.1.2. General Words

acclimate, accountable, commitment, contribution, diversity, empathize, encompass, envision, faith, firm conviction, flaw, indiscretion, indifference, lingering, overhaul, plummet, scrutinize, state of mind, turbulent, turnaround, vital, scandal

8.1 Vocabularies: Definitions and exemplifications

8.1.1 Key words

Read through these words and learn to recognize these key words in sentences.

align

n

to organize or arrange something so that it has the right relationship with something else

Top managers **aligned** themselves with shareholders to arrange things.

alignment

n

the arrangement or organization of ideas, practices, or system so that they work well together

Their organizational programs are **alignment** with student's needs.

approach

n

a way of dealing with something

They need a complete and whole new **approach** to the job satisfaction.

attendant

n

Someone whose job is to look after or help customers in a public Place

There are a lot of **attendants** in a big store to help them in the case of need.

availability

n

something that is available or accessible

The **availability** of more money by the law for the company's future plan was assured.

charisma

n

a special personal quality or power of an individual making him

ethical leadership**adj.p**

the action of leading a group of people or an organization to avoid activities that do harm to people ethical leadership

A change of **ethical leadership** had become desirable for the sake of the organization.

ethical standards**adj.p**

principles of conduct informed by notions of honor and decency

Today, a decline in moral or **ethical standards** are observable in a few organizations.

formalization**n**

making a plan, decision, or idea official and clearly describing all the details

The contracts must be based on the **formalization** within a month.

head**v**

be in charge of an organization or a government, or group of people

An organizational unit **headed** by a skillful, knowledgeable manager.

individualism**n**

the belief that the rights and freedom of individual people are the most important rights in the society

Some companies' executive recognized that an **individualism** has the priority over group roles.

inflexibility**adj.**

unwillingness to make even the slightest change in rules, plans etc.

The **inflexibility** of the approach are too costly.

inspirational leadership**adj.p**

leading activities based on providing encouragement or new ideas for what you should do

The new company's **inspirational leadership** seems to be more desirable than the traditional leadership.

on duty

n

to be working at a particular time

He wants to know what exactly his colleague goes **on duty** tonight.

professional orientation

adj.p

relating to a job that needs special education and training

Some of the technical repairs needs **professional orientation**.

rigid reward structure

adj.p

a carefully organized inflexible methods, system, etc.

that are very strict and difficult to change

A new management **rigid reward structure** has been introduced.

strategic leadership

adj.p

the capability to understand the complexities of both the

organization and its environment and to lead change in

the organization

Strong and consistent **strategic leadership** by top managers has played a major role in the firm's long-run success.

task

n

a piece of work that must be done, especially one that is

difficult or unpleasant

He had the **task** of preparing the agenda for meetings.

trait theories

adj.p

ideas that have not yet been proved to be true to explain

particular qualities in some's character

transformational leadership

adj.p

a kind of leadership that goes beyond ordinary expectations

by transmitting a sense of mission, experience, and new thinking

It seems that **transformational leadership** are considered to have important role in business success.

vision

n

the knowledge and imagination that are needed
in planning for the future with a clear purpose

They need a leader with **vision** and strong principles.

workforce

n

all the people who work in a particular industry or company,
or are available to work in a particular area

Most important companies need a workforce of employees with high level of expertise.

8.1.2 General words

Read through this selection and learn to recognize general words in sentences.

acclimate

v

to become used to a new place, situation, etc.
or to make someone become used to it

They found it very hard to **acclimate** themselves to working at night shift.

accountable

adj.

responsible for the effects of your actions and
willing to explain or be criticized for them

Managers must be **accountable** for their decisions.

diversity

n

the fact of including many different types of people or things; variety

The company face a **diversity** of opinions with different nationalities.

empathize

v

to be able to understand someone else's feelings, problem, etc.
especially because you have had similar experience

He has lost his job last month so his friend can really **empathize** with what he's going through.

encompass

v

to include a wide range of ideas, subjects; to
completely cover or surround something

The study **encompasses** the social, political, and economic aspects of the situation.

envision

n

to imagine something especially as a future possibility

He **envisions** a day when every home will have access to the Internet.

faith

n

a strong feelings of trust or confidence in someone or something

The employees no longer have **faith** in the top management's policies.

firm conviction

np

strong belief or opinion

They have a firm conviction that ethical issues must be prevalent in all companies.

flaw

n

defect, mistake, fault; a mistake in an argument, plan, or set of ideas

It was half prize because of slight **flaw** in their product.

indiscretion

n

an action, remark, or behavior that shows bad judgement,
especially morally unacceptable

He describes his past links with the drug addicted group as a youthful **indiscretion**.

lingering

adj

continuing to exist for longer time than is usual or desirable;
slow to finish or disappear

Lingering effects of radiation treatment will be affect other aspect of people life.

overhaul

v

to repair or change the necessary parts in a system etc.
that is not working correctly

All the community's decision making institutions need to be **overhauled**.

plummet

v

to suddenly and quickly decrease in value or amount

During the recession, profits **plummeted** from \$50 million to \$11 million.

scrutinize

v

to examine someone or something very carefully and thoroughly

The officer on the border **scrutinized** the tourist travel's documents closely.

state of mind

np

the way you think or feel at a particular time

What happened after the economy crisis had a lot to do with **their state of mind** at that time.

turbulent

adj.

characterized by conflict, disorder, or confusion

When they were on board, they scared of a **turbulent** situation because of sudden changes of weather.

turnaround

n

a complete change from a bad situation to a good one

Their products are good, but their **turnaround** time is slow.

vital

adj.

extremely important and necessary for something to succeed or exist

They view this partnership as **vital** to achieving their goals.

scandal

n

an event in which someone, especially someone important,

behaves in a bad way that shocks people

He has been at the center of an economical **scandal**.

8.1. 3 Vocabularies Exercises: Matching

Match the words in column I with their appropriate equivalents in column II. Insert the numbers 1, 2, 3, etc. in the parentheses provided. There are more choices in column II than required.

Column I

1. dissent
2. envision
3. flaw
4. head
5. neutralize
6. overhaul
7. scrutinized
8. task
9. accountable
10. charismatic
11. encompass
12. alignment

Column II

- () a. defect
- () b. be in charge of
- () c. balance out
- () d. disagreement
- () e. visualize
- () f. responsible
- () g. include a wide range of ideas
- () h. improve a system or method
- () i. the state of being arranged in a line with
or parallel to something else
- () j. inspect closely or thoroughly
- () k. a piece of work to be done
- () l. a complete change from a ban situation
- () m. exercising a compelling charm that
inspires devotion in other
- () n. lack of interest

8.1.4. Vocabulary Exercises: Fill in the blanks

Fill in the blanks with the appropriate words from the list below. There are more options than required.

flaw, contribution, collectivism, consistent, align, diversity, inflexible,
acclimate, accountable, alignment, charismatic, availability

1. The new worker takes a while toto his new company.
2. The ministry of education programs are in with students' need.
3. Theof more loans by the law to small businesses was supported.
4. History of nations have shown a lot offigures who have changed the view point and the life of their people.
5. They have seen aimprovement in the team's performance.
6. He made outstandingto children's medical treatment and education.
7. It's natural that there is aof opinions within the organization.
8. They have to.....their budgets with their goals.
9. There are fatal..... in their program that make it unworkable.
10. Some of his employees find him.....so it seems hard to work with him anymore.

Pre-reading Questions

Here are some questions for you .keep them in the mind as you study the reading passage and think about their answers.

1. What are the characteristics of subordinate that affect leader behavior?
2. What are the properties of task?
3. How many organizational characteristics are considered for leadership?
4. What is the assumption of charismatic leadership?

5. Who proposed a theory of charismatic leadership and what is the suggestion of its theory?
6. How many elements of charismatic leadership in organization expert acknowledged?
7. What are the new perspectives concerning leadership?
8. On what basis, leadership style can be changed?
9. How many new approaches to leadership have been emerged?
10. How many keys to successful leadership were identified?

8.2 Reading

Related and Emerging Approaches to Leadership

Leadership is the ability to influence people to willingly follow one's guidance or adhere to one's decisions. Obtaining followers and influencing them in setting and achieving objectives makes a **leader**. Leaders use power in influencing group behavior. For instance, political leaders often use referent power. Informal leaders in organizations generally combine referent power and expert power. Some managers rely only on authority, while others use different combinations of power.

Because of its importance to organizational effectiveness, leadership continues to be the focus of a great deal of research and theory building. New approaches that have attracted much attention are the concepts of substitutes for leadership and transformational leadership.

Substitutes for leadership

The concept of *substitutes for leadership* was developed because existing leadership models and theories do not account for situations in which leadership is not needed. They simply try to specify what kind of leader behavior is appropriate. The substitute concept, however, identifies situations in which leader behaviors are neutralized or replaced by characteristics of the subordinate, the task, and the organization. For example, when a patient is delivered to a hospital emergency room, the professionals on duty do not wait to be told what to do by a leader. Nurses, doctors, and attendants all go into action without waiting for directive or supportive leader behavior from the emergency room supervisor.

Characteristics of the subordinate that may serve to neutralize leader behavior include ability, experience, need for independence, professional orientation, and indifference toward organizational rewards. For example, employees with a high level of ability and experience may not need to be told what to do. Similarly, a subordinate's strong need for independence may render leader behavior ineffective. Task characteristics that may substitute for leadership include routineness, the availability of feedback, and intrinsic satisfaction. When the job is routine and simple, the subordinate may not need direction. When the task is challenging and intrinsically satisfying, the subordinate may not need or want social support from a leader.

Organizational characteristics that may substitute for leadership include formalization, group cohesion, inflexibility, and a rigid reward structure. Leadership may not be necessary when policies and practices are formal and inflexible, for example. Similarly, a rigid reward system may rob the leader of reward power and thereby decrease the importance of the role. Preliminary research has provided support for the concept of substitutes for leadership.

Charismatic leadership

The concept of *charismatic leadership*, like trait theories, assumes that charisma is an individual characteristic of the leader. *Charisma* is a form of interpersonal attraction that inspires support and acceptance. All else being equal, then, someone with charisma is more likely to be able to influence others than is someone without charisma. For example, a highly charismatic supervisor will be more successful in influencing subordinate behavior than a supervisor who lacks charisma. Thus influence is again a fundamental element of this perspective.

Robert House first proposed a theory of charismatic leadership, based on research findings from a variety of social science disciplines. His theory suggests that charismatic leaders are likely to have a lot of self-confidence, a firm conviction in their beliefs and ideals, and a strong need to influence people. They also tend to communicate high expectations about follower performance and express confidence in followers.

There are three elements of charismatic leadership in organizations that most experts acknowledge today. First, the leader needs to be able to envision the future, set high expectations, and model behaviors consistent with meeting those expectations. Next, the charismatic leader must be able to energize others through a demonstration of personal

excitement, personal confidence, and patterns of success. And, finally, the charismatic leader enables others by supporting them, empathizing with them, and expressing confidence in them.

Charismatic leadership ideas are quite popular among managers today and are the subject of numerous books and articles. Unfortunately, few studies have attempted to specifically test the meaning and impact of charismatic leadership. There are also lingering ethical issues about charismatic leadership, however, that trouble some people.

Transformational Leadership

Another new perspective on leadership has been called by a number of labels charismatic leadership. We use the term *transformational leadership* and define it as leadership that goes beyond ordinary expectations by transmitting a sense of mission, stimulating learning experiences, and inspiring new ways of thinking. Because of rapid change and turbulent environments, transformational leaders are increasingly being seen as vital to the success of business.

A recent article in the popular press identified seven keys to successful leadership: trusting one's subordinates, developing a vision, keeping cool, encouraging risk, being an expert, inviting dissent, and simplifying things. Although this list was the result of a simplistic survey of the leadership literature, it is nevertheless consistent with the premises underlying transformational leadership. So, too, are recent examples cited as effective leadership? Take the case of 3M. The firm's new CEO is working to make the firm more efficient and profitable while simultaneously keeping its leadership role in new product innovation. He has also changed the reward system, overhauled procedures, and restructured the entire firm. And so far, at least, analysts have applauded these changes.

Transactional Leadership

Transactional leadership takes the approach that leaders engage in an unemotional bargaining relationship with their followers—management is simply done "by the book." Under this approach, the leader (manager):

1. Tells employees what they need to do to obtain rewards.
2. Takes corrective action only when employees fail to meet performance objectives.

Emerging Approaches to Leadership

Recently, three potentially very important new approaches to leadership have emerged. One is called "strategic leadership"; the others deal with cross-cultural leadership and ethical leadership.

Strategic Leadership

Strategic leadership is a new concept that explicitly relates leadership to the role of top management. We define *strategic leadership* as the capability to understand the complexities of both the organization and its environment and to lead change in the organization in order to achieve and maintain a superior alignment between the organization and its environment. This definition reflects and integration of the leadership concepts with the discussion of strategic management.

To be effective in this role, a manager needs to have a thorough and complete understanding of the organization—its history, its culture, its strength, and its weaknesses. In addition, the leader needs a firm grasp of the organization's environment. This understanding must encompass current conditions and circumstances as well as significant trends and issues on the horizon. The strategic leader also needs to recognize how the firm is currently aligned with its environment—where it relates effectively and where it relates less effectively with that environment. Finally, looking at environmental trends and issues, the strategic leader works to improve both the current alignment and the future alignment.

Jeffrey Immelt, (CEO of General Electric), Hector Ruiz (CEO of Advanced Micro Devices), Michael Dell (founder and CEO of Dell computer), Anne Mulcahy (CEO of Xerox) and A.G. Lafley (CEO of Procter & Gamble) have all been recognized as strong strategic leaders. Reflecting, on his dramatic turnaround at Procter & Gamble, for instance, Lafley commented, "I have made a lot of symbolic, very physical changes so people understand we are in the businesses of leading change." On the other hand, Raymond Gilmartin (CEO of Merck), Scott Livengood (CEO of Crispy Kreme), and Howard Pien (CEO of Chiron) have been cited as less

effective strategic leaders. Under Livengood's leadership, for instance, Kirsby Krems's stock has plummeted by 80 percent, and the firm is under investigation by the SEC: moreover, most critics believe that the chain has expanded far too rapidly.

Cross- Cultural Leadership

Another new approach to leadership is based on cross- cultural issues. In this context, culture is used as a broad concept to encompass both international differences and diversity-based differences within one culture. For instance, when a Japanese firm sends an executive to head the firm's operations in the United States, that person will need to become acclimated to the cultural differences that exist between the two countries and to change his or her leadership style accordingly. As it is noted, Japan is generally characterized by collectivism, whereas the United States is based more on individualism. The Japanese executive, then, will find it necessary to recognize the importance of individual contribution and rewards, as well as the differences in individual and group roles that exist in Japan and U.S. businesses.

Similarly, cross-cultural factors play a growing role in organizations as their workforces become more and more diverse. Most leadership research, for instance, has been conducted on samples or case studies involving white male leaders (until several years ago, most business leaders were white males). But as more females African Americans, and Latinos achieve leadership positions, it may be necessary to reassess how applicable current theories and models of leadership are when applied to an increasingly diverse pool of leaders.

Ethical Leadership

Most people have long assumed that top managers are ethical people. But in the wake of recent corporate scandals, faith in top managers has been shaken. Perhaps now more than ever, high standards of ethical conduct are being held up as a prerequisite for effective leadership. More specifically, top managers are being called on to maintain high ethical standards for their own conduct, to exhibit ethical behavior unfailingly, and to hold others in their organization to the same standards.

The behaviors of top leaders are being scrutinized more than ever, and those responsible for hiring new leaders for a business are looking more and more closely at the background of those

being considered. And the emerging pressures for stronger corporate governance models are likely to further increase commitment to selecting only those individuals with high ethical standards and to hold them more accountable than in the past for both their actions and the consequences of those actions.

Comprehension Questions

8.2.1 True/ False Questions

Read each statement and decide whether it is true or false. Write ‘T’ before true statement and ‘F’, before false statements. Base your answers on the information given in the passage.

- 1.....Regarding several approaches of leadership, there are not differences between them in terms of concept.
- 2.....The characteristics of subordinate, the task, and the organization are the reasons for the replacement of leader behavior.
- 3.....According to the passage, subordinates always need to be helped by leaders.
- 4.....Regarding the simplicity of job and its routines, there is no need of directing subordinate.
- 5.....The characteristics of organization which requires substitute for leadership consist of 5 elements.
- 6.....The importance of the leader role cannot be decreased by the rigidity of reward system.
- 7.....Individual characteristics of the leader is assumed as charisma by charismatic leadership.
- 8.....A person with charisma have more interpersonal attraction, power to influence others.
- 9.....Robert House's proposed theory of charismatic leadership has affected by different social principles.

- 10.....Charismatic leaders' self-confidence, their firm conviction beliefs and ideas, and their strange need to influence people relates to trait theory.
- 11.....No lingering ethical issue about charismatic leadership exist.
- 12.....Transformational leader are vital to the success of business due to the rapid change in turbulent environments.
- 13.....The key to successful leadership are consistent with premises underlying transformational leadership.
- 14.....Organizational history, culture, strength, weaknesses, are parts of organization's environment.
- 15.....A leadership style can be changed due to the cultural-based differences.

8.2.2 Multiple - choice Questions

Choose the best choice (a, b, c, or d) to fill in the blanks using the information given in the information given in the passage.

1. Sincehas significant role in any organizational effectiveness, it needs to take most advantages of resources and theories.
- a. management b. directors c. leadership d. inspectors
2. Subordinate's abilities, experience, need for independence professional orientation, and indifference toward organizational rewards may help toleader activity.
- a. propose b. perceive c. render d. replace
3. The appropriateness of leader's different kind of behavior specified by.....leadership.
- a. transformational b. substitutes c. charismatic d. strategic
4. The characteristics ofsuch as....., feedback availability, and intrinsic satisfaction may require substitute for leadership.

- a. task- routineness
- b. organization-routineness
- c. routineness- experience
- d. experience- task

5. According to the passage, leadership may not be necessary when practices and policies are flexible and

- a. formal
- b. informal
- c. directive
- d. subjective

6. In the realm of leadership, individual characteristic of the leader based on the concept of trait theory is called.....

- a. satisfaction
- b. charisma
- c. formalization
- d. cohesion

7. The key element of a charismatic supervisor that help him to be more successful in relation to her/his subordinate is

- a. influence
- b. conception
- c. information
- d. invitation

8. With regard to the suggestion of Robert House's Theory of charismatic leadership, charismatic leader may haveimportant significant features.

- a. two
- b. three
- c. four
- d. five

9. Charismatic leadership concerned problems in terms ofethical issues.

- a. fundamental
- b. supportive
- c. empathic
- d. lingering

10. Transformational leadership can be defied in terms of transmitting a sense of mission, encouraging learning experiences andnew way of thinking.

- a. organizing
- b. inspiring
- c. identifying
- d. acknowledging

11. Successful leadership depends on the following key points except one:

- a. Keeping cool, encouraging risk, and simplifying things
- b. Trusting one's subordinate and developing envision
- c. Lingering ethical issues and minimizing indiscretions

d. Being an expert, inviting dissent

12. According to passage, effective leadership was shown by an example of 3M firm's new CEO, in which its leadership was simultaneously kept in new.....

a. product innovation

b. dissent invitation

c. personal confidence

d. personal excitement

13. The best strategic concept in leadership are understanding the complexity of both the organization, and its environment and change to achieve and a supervisor arrangement between these two.

a. maintaining- recognizing

b. maintaining- leading

c. recognizing-leading

d. leading – maintaining

14. If a manager wants to have effective role in strategic management, s/he needs to have a thorough knowledge of the, regarding its history, culture, strength and weakness.

a. environment

b. concept

c. organization

d. recognition

15. Based on the cross-cultural leadership, culture is used as a concept to two kinds of differences.

a. two

b. three

c. four

d. five

8.2.3. Open-ended Questions

Answer the following questions.

1. What is the purpose of developing the concept of substitutes for leadership?
2. In which situation, subordinate does not need any direction and social support of leader?
3. What is the fundamental element of charismatic leadership?
4. What is the suggestion of charismatic theory in relation to charismatic leader?
5. What are the three elements of charismatic leadership in organizations?

6. Who is responsible in Strategic Leadership?
7. What is the definition of strategic leadership?
8. Why cross-cultural leadership needs to be reassessed?
9. What is a prerequisite for effective leadership regarding their unethical behavior?
10. What is the reason for the emerging pressures for stronger corporate governance models

8-3 Translation Practice

New Public Management

The new public management (NPM) began life as a conceptual device invented for purposes of structuring scholarly discussion of contemporary change in the organization and management of executive government. The actual term was coined by political scientists working in the field of public administration in the UK and Australia (Hood 1991; Hood and Jackson 1991). These scholars conceived NPM as a point of view about organizational design in the public sector. This point of view was analyzed as a serious argument and influential package of recycled doctrines about organization and management. In the decade after entering the literature, NPM acquired a wider range of meanings. For instance, some scholars have asserted that NPM is the application of new institutional economics to public management. Departing from the idea that NPM is a point of view about aspects of public management, many scholars have used this term in referring to a pattern of policy choices. This variation in usage means NPM is more a recognizable term than a fully established concept.

Scholars designing research projects or formulating argument about NPM face choice about how to describe and analyze recent developments in public management. In deciding how to proceed, scholars are obliged to consider how NPM has been conceptualized since its inception. The reason for following this scholarly norm is to facilitate argumentation and knowledge development. Fulfilling this obligation is troublesome at the moment, since an adequate account of NPM's intellectual history is lacking. To mitigate this problem, NPM's early career will be analyzed within public administration/political science, from which the concept emerged onto the academic scene.

Answer Keys

Unit One: Emerging Ethical Issues in an Organization

Vocabularies:

Exercises 1.1.3. Matching questions:

1.d 2.e 3. a 4. b 5. C 6. h 7.p
8. f 9. k 10. m 11. L 12. i 13. j 14. N

Exercises 1.1.4. Fill in the Blanks

1. ethical 2. leadership 3. honesty 4. decency
5. shareholders 6. Directors 7. privacy 8. websites
9. issues 10. premise 11. corruption 12. rights

Comprehension Questions:

1.2.1. True/ False Questions:

1. F 2. T 3. F 4. T 5. F 6. T 7. T 8. F
9. T 10.F 11. T 12. F 13. T 14. T 15. F

1.2.2. Multiple- choice Questions:

1.c	2. a	3. d	4. c	5. c	6. d	7. a
8.d	9.c	10. B	11. d	12.a	13.c	14.a
15. b	16. b	17.b	18.d	19.c	20. c	

1.2.3. Open-ended Questions:

1. Disney encountered criticism for many years because of its many key members relationship with the former Disney CEO who have been given more autonomy than might be warranted. In other word, both board members and Disney CEO have more authority to carry out their oversight function.
2. The government passed this Act which required CEOs and CFOs to personally vouch for the truthfulness and fairness of their firms' functional disclosures and also impose sever new measures to deter and punish corporate and accounting fraud and corruption.
3. Using different site, people are asked to give their personal data and information which can be used by other people and it is against their privacy, that is, people personal information are violated by different sites.
4. The privacy policy should explain exactly what data companies are allowed to collect and who gets to see and use it.
5. This guidelines means that companies will need internal guidelines, training, and leadership to ensure compliance or how the web surfers can have access to review or correct the data.
6. These opportunities consist of reviewing and correcting collected medical and financial data.
7. It refers to people and organizations that are directly affected by the practices of an organization and have a stake in its performance.
8. Organizations can accept their social responsibilities in different areas: towards their stakeholders, their natural environment, and general welfare.
9. The first way comprised of elements in an organizations' external environment that directly affect it. Second, it can be described from the perspective of organizational stakeholders.
10. According to the organizational responsibility, they treat their customers fairly and honestly. In other words, they seek to change fair prices, to honor warranties, to meet delivery commitments, to advertise and promote their products in an honest and truthful manner, and finally to stand behind the quality of the products they sell.

Unit Two: The Impact of Information System on Organization

Vocabularies:

Exercises 2.1.3. Matching Questions:

1.c 2. d 3. e 4. b 5. a 6. i
7.1 8. k 9. h 10. f 11. g 12. j

Exercises 2.1.4. Fill in the Blanks Questions:

1. performance 2. outright 3. barrier 4. discrepancy
5. counterpart 6. access 7. billing 8. prominent
9. turnover 10. assets

Comprehension Questions:

Exercises 2.2.1. True/ False Questions:

1. T 2. F 3. T 4. T 5. F 6. F 7. T 8.F
9. T 10. F 11. F 12. F 13. T 14. F 15. T

Exercises 2.2.2. Multiple- choice Questions:

1. d 2. c 3. b 4. a 5. b
6. c 7. d 8. b 9. c 10. b
11. a 12. d 13. b 14. c 15. A

2.2.3. Open-ended Questions:

1. By means of applying the most recent possibilities of IT, information system collect, organize, and distribute data for use in decision making.
2. MIS meet the information needs of managers in making daily decisions.
3. IT can break barriers by helping people who work in different departments, levels of organizations, and physical positions by which they can communicate and share information more easily.
4. All the managerial role in terms of interpersonal, decisional, and informational take advantages of new opportunities for communication and information processing along with doing four management process of planning, organizing, leading, and controlling.
5. Their functions are not the same. Data processing capture, processing, and storage the data, while MIS then use those data to produce necessary information for managers daily decisions making to get rid of their problems.
6. Specific organizational subunits developed MIS to support managers in areas of operational, marketing, financial, and human resource information systems.
7. MIS provide specific information in terms of managers' needs which have been specified sufficiently in the form of periodic reports, and output of mathematical simulations.
8. Managers as problem solvers use their skills in two different situations. One of them is performance threat situation in which something is obviously wrong or has the potential to go wrong, the other one refers to the performance opportunities situation that offers the chance for a better future if the right steps are taken.
9. Information is vital to all the three phases of managerial decisions making because information helps a leader to find the necessity for a decisions, then frame an approach to the needed decision, and finally communicate with others about the decisions.
10. These systems substitutes computer processing for manual recordkeeping procedures which based on routine and highly structured decisions.

Unit Three: Horizontal Organization Structures

Vocabularies:

Exercises 3.1.3. Matching Questions:

- | | | | | |
|------|------|------|------|-------|
| 1. g | 2. h | 3. a | 4. f | 5. b |
| 6. i | 7. j | 8. c | 9. d | 10. e |

Exercises 3.1.4. Fill in Blanks Questions:

- | | | | |
|----------------|--------------|----------------|----------------------------|
| 1. supplier | 2. overhead | 3. lean | 4. chain of command |
| 5. contractor | 6. disbanded | 7. empowerment | 8. horizontal organization |
| 9. integration | 10. handled | | |

Comprehension Questions:

Exercises 3.2.1. True/ False Questions:

- | | | | | | | | |
|------|-------|-------|-------|-------|-------|-------|------|
| 1. T | 2. F | 3. F | 4. F | 5. F | 6. F | 7. T | 8. T |
| 9. T | 10. F | 11. T | 12. F | 13. F | 14. T | 15. T | |

Exercises 3.2.2. Multiple- choice Questions:

- | | | | | | | | |
|------|-------|-------|-------|-------|-------|-------|------|
| 1. c | 2. B | 3. C | 4. C | 5. A | 6. B | 7. a | 8. C |
| 9. d | 10. A | 11. c | 12. c | 13. B | 14. A | 15. d | |

3.2.3. Open-ended Questions:

1. The purpose of functional structures in horizontal organization are in contrast to the traditional vertical organization. It relies on the improvement of communication, collaboration, and

flexibility by reducing hierarchy, and enhancing empowerment, and better mobilizing human talents.

2. It can be done by using permanent and temporary cross-functional teams to improve lateral decisions with regard to completing special projects, and accomplish day-to-day tasks.

3. Project teams are convened for a particular task or project and disband once it is completed.

4. The merits of team structures refers to the fact that when people from different parts of an organization know each other, the barriers between them will be resolved.

5. Since the most important part of network structures is relatively small and the surrounding networks can be expanded or became smaller as needed, it help lower costs and improve flexibility in dealing with changing environment.

6. It can be done by three ways. Some of them uses strategic alliance which is a cooperation agreement with another organization to jointly pursue activities of mutual interest. The other use outsourcing strategic in which they try to provide vital services from another organization. The third network organizations may be supplier strategic alliances that link business to the supplier-customer relationships that provide an acceptable quality suppliers through the partners.

7. Network structures can provide a situation in which organizations are cost-competitive through reducing overhead and increasing operating efficiency.

8. Regarding the internal boundaryless organization, formal lines of authority are replaced by spontaneous teamwork and communication, meetings and information sharing are available, less hierarchy, more technology utilization and empowerment are provided.

9. A virtual organization uses IT and the Internet to engage a shifting network of strategic alliances.

10. In order to meet specific operating needs and objectives; when the work is complete, the alliance rests until next called into action.

Unit Four: Appraising Performance

Vocabularies:

Exercises 4.1.3. Matching Questions:

- | | | | | |
|------|------|------|------|-------|
| 1. d | 2. e | 3. f | 4. a | 5. i |
| 6. b | 7. h | 8. j | 9. l | 10. g |

Exercises 4.1.4. Fill in the Blanks Questions:

- | | | | |
|------------------|---------------|---------------|-------------------|
| 1. attitude | 2. clarity | 3. consistent | 4. fluctuate |
| 5. documentation | 6. bias | 7. merit | 8. accomplishment |
| 9. commitment | 10. appraisal | | |

Comprehension Questions:

Exercises 4.2.1. True/ False Questions:

- | | | | | | | | |
|------|-------|-------|-------|-------|-------|-------|------|
| 1. T | 2. F | 3. T | 4. F | 5. F | 6. T | 7. C | 8. F |
| 9. T | 10. F | 11. T | 12. T | 13. F | 14. F | 15. T | |

Exercises 4.2.2. Multiple- choice Questions:

- | | | | | |
|-------|-------|-------|-------|-------|
| 1. c | 2. c | 3. b | 4. a | 5. d |
| 6. b | 7. c | 8. a | 9. b | 10. c |
| 11. c | 12. b | 13. d | 14. a | 15. c |

4.2.3 Open-ended questions

1. Employee's job performance can be viewed in terms of their effort, abilities, and role reception. There are differences between these three kinds of job performance determinants,

put job performance resulted from the interrelationship among them. Efforts relates to the employee's motivation or the energy he needs to do a job. While employee's abilities refers to her or his personal characteristics. And role perception relates to the direction by which employees put their efforts on their job.

2. The uses of performance appraisal consist of making decisions in relation to merit payments, promoting, layoffs, and firing.
3. It can provide needed input for determining both individuals and organizational training and development need.
4. The important use of performance appraisal is to encourage performance improvement by means of communicating to employees how they are doing and suggesting needed changes in behavior attitude.
5. Performance appraisal can be used as often as necessary to let employees and organizations know what kind of job they are doing. And if their performance is not satisfactory, they need some steps to be taken in order to improve the sources of difficulties.
6. Performance appraisal is a formal evaluation of how employees can accomplish their job well. And it can be used after giving employees the necessary training in their job. This kind of assessment based on two reasons. One of the reasons is to evaluate the effect of employees' training, the other reasons concerning administrative aspect of evaluation with respect to making decision for giving employees appropriate promotions, pay raises and etc.
7. There are two kinds of appraisal methods that can be used by organizations. One of them is called objective methods of performance which include different activities with regard to the actual output and financial values and processed claim. It also consists of a special performance test in which employees can be measured in terms of standardized conditions. Judgmental methods of appraisal performance is another method of measurement. They are the most common way of measuring performance which are called ranking and rating techniques.

8. Since ranking techniques of appraisal performance measure based on the comparison of employees and order them from the best to worst, it has some drawbacks. It is difficult to measure a large group of employees on the basis of this measurement and there is no borderline between the performances of individuals who are in the middle of the scale. Really it is difficult to find their abilities. The other drawback concern the overall performance of the employees with all their strengths and weaknesses. And also ranking cannot provide appropriate information in terms of feedback in relation to employees' unmeasurable behavior such as punctuality, the quality of their work and etc.

9. Graphic rating scales are very common methods for evaluating employees' performance. In contrast to the ranking method of judgement, the rating method based on graphic rating scale provide the standard and include of a performance dimension that can be rated. By using graphic rating scale, manager who is doing the rating circles the point on each scale that best reflects her or his assessment of the employee on that scale. Graphic rating scales are widely used for many different kinds of job.

10. It is a complicated rating method in which supervisors construct a rating scale associated with behavioral anchors. BARS rating scales help overcoming some of the limitations of standard rating scales- a summary of an employee behavior that fits that spot on the scale.

Unit Five: Managing Total Quality

Vocabularies:

Exercises 5.1.3. Matching Questions:

- | | | | | |
|-------------|-------------|-------------|-------------|--------------|
| 1. g | 2. h | 3. f | 4. i | 5. b |
| 6. j | 7. d | 8. c | 9. e | 10. l |

Exercises 5.1.4. Fill in the Blanks Questions:

- | | | |
|-------------------|----------------------|-------------------|
| 1. quality | 2. inspection | 3. defects |
|-------------------|----------------------|-------------------|

- 4. critical
- 5. reputation
- 6. competitors
- 7. competitions
- 8. slogan
- 9. consistency
- 10. assumption

Comprehension Questions:

Exercises 5.2.1. True/ False Questions:

- 1. T 2.F 3. F 4. T 5. F 6. T
- 7. F 8. F 9. F 10. T 11. T 12. F

Exercises 5.2.2. Multiple- choice Questions:

- 1. c 2. d 3. b 4. b 5. a
- 6. b 7. c 8. d 9. c 10. d
- 11. d 12. A 13. B 14. B 15. d

5.2.3 Open-ended Questions

1. The major determinants of business success or failure which are considered to be the vital issues in managing organization are the quality of product or service and the productivity.
2. Quality can be defined in terms of features and characteristics of products or services that can be able to provide the specified or stated needs.
3. Quality has eight dimensions generally capture the meaning of quality, which is a critical important ingredient to organizational success today. Understanding the basic meaning of quality is a good first step to managing it more effectively. The eight attributes of quality are

performance, features, reliability, conformance, durability, serviceability, aesthetics and perceived quality.

4. The quality of particular products or services can be determined through the eight attributes.

So if someone wants to be sure whether the specific products or services have a high quality, s/he can compare it through the eight dimensions.

5. Quality can be viewed as absolute regarding the totality of features based on different attributes or dimensions. Quality is also relative because the differences in quality results from the differences in its different specification or design or other features of products or services.

6. According to the managers' previous view point regarding the quality and productivity (increasing productivity results in decreasing quality), today's managers install a program for quality enhancement. First, if there is decrease in defects, there is less return from customers. Second, because of reducing the decrease, number of resources will be decreased in terms of people and material. Third, since those who are responsible for inspecting the quality, it is more cost effective for the organization.

7. The results of poor quality product lead to higher returns from the consumers, high warranty costs and more complaint that the customers or organization brings to the court of law.

8. If the customers are unsatisfied with the injured or faulty products, organizations need to overcome the problems by increasing expenses for inspecting the sources of problem.

Therefore, organizational future sales are likely to be lost.

9. Quality is very essential for both individual managers and organizations because of the

organizational competition, productivity, and costs.

10. The major ingredients in total quality management consist of strategic commitment, employee involvement, technology, and materials.

Unit Six: Managing Conflict

Vocabularies:

Exercises 6.1.3 Matching Questions:

1. f 2. c 3. e 4. b 5. k
6. i 7. h 8. a 9. d 10. g

Exercises 6.1.4. Fill in the Blanks Questions:

1. resolution 2. cope with 3. cooperative 4. conflict 5. competitive
6. clashes 7. triggered 8. mired 9. remedy 10. Incompatible

Comprehension Questions:

6.2.1. True/ False Questions:

1. T 2. F 3. F 4. F 5. T 6. T 7. F
8. T 9. T 10. F 11. T 12. T 13. T 14. F 15. T

6.2.2. Multiple- choice Questions:

1. d 2. c 3. d 4. b 5. d 6. a 7. c 8. b
9. c 10. d 11. d 12. b 13. a 14. c 15. a

6.2.3 Open – ended Questions

1. Since people have interactions socially, such social relations creates conflict. Therefore,

people in their social activity should deal with similarities and differences, with contrast and agreements.

2. Regarding conflict, his comparison of human with the physical feature of porcupine showed that when people are too close, they make trouble for each other. But if they stay too far from each other it makes them to feel cold relations.
3. According to the Dean Tjosvold point of view, when most organizational conflict happens within a cooperative context, it can be viewed as cooperative conflict which is based on win- win attitude.
4. On the basis of the conflict definition which involves incompatible behavior between two persons' interfering, disrupting actions, there are two kinds of conflicts. Cooperative (or constructive) and competitive (destructive).
5. It is assumed that if someone has largely a cooperative goal, it leads to viewing conflict as a common problem to be solved for both groups' advantages. In this way, conflict seems to be more constructive and will improve people's abilities to deal with it rather than be destructive.
6. Regarding the competitive mode of conflict, the parties engage directly opposite goals. They cannot trust each other's intentions and beliefs. Because of mistrust between them, they cannot have a constructive discussion and indeed they have a win-lose attitude.
7. Within this context, managers are able to decrease dysfunctional conflict by showing a real concern for the ideas, feelings and values of subordinates.
8. When people expectations are not fulfilled, so dissatisfaction develops and it leads to destructive conflict. Therefore, employees' unrealized expectations should be avoided by direct or open discussion between people and their employments.
9. When the best managers encounter a destructive conflict due to unpredictable circumstances or lack of attention, they avoid to do something. So this is called an

avoidance strategy within the context of resolving conflict.

10. After identifying and correcting the sources of conflicts during the problem solving process, managers are encouraged to focus their attention on causes, factual information, and promising alternatives rather than on personalities or scapegoats.

Unit Seven: Strategic Management Process

Vocabularies:

Exercises 7.1.3 Matching Questions:

- | | | | | | | |
|------|------|-------|-------|-------|-------|-------|
| 1. d | 2. e | 3.a | 4. f | 5. b | 6. n | 7. i |
| 8. c | 9. j | 10. g | 11. l | 12. m | 13. h | 14. K |

Exercises 7.1.4. Fill in the Blanks Questions:

- | | | | | |
|----------------|--------------------|----------------|--------------|--------------|
| 1. performance | 2. objectives | 3. environment | 4. deals | 5. mission |
| 6. establish | 7. internal | 8. proximity | 9. trends | 10. pursue |
| 11. expansion | 12. identification | 13. corporate | 14. trending | 15. decision |

Comprehension Questions:

7. 2. 1. True/ False Questions:

- | | | | | | | | |
|------|------|-------|-------|-------|-------|-------|------|
| 1. F | 2. T | 3. F | 4. F | 5. T | 6. T | 7. F | 8. T |
| 9. F | 10.F | 11. T | 12. T | 13. F | 14. F | 15. T | |

7. 2. 2. Multiple- choice Questions:

- | | | | | | | |
|-------|-------|-------|-------|-------|-------|------|
| 1. c | 2. d | 3. b | 4. c | 5. c | 6. d | 7. b |
| 8. b | 9. d | 10. C | 11. d | 12. c | 13.c | 14.b |
| 15. b | 16. a | 17. b | 18.a | 19. c | 20. b | |

7.2.3 Open-ended Question:

1. It concerns with the persuasion of the developing corporate and business level strategies.
2. A. Formulating the strategic plan
B. Implementing the strategic plan, and
C. Evaluating the strategic plan
3. Identifying (the mission, the past and present strategies); diagnosing the organizations past and present performance and setting objectives for the company's operation.
4. Its customer satisfaction with product and services.
5. There are considerable questions regarding who the customers are, how they buy; and how they can be reached, what they buy, and what the customer looking for?
6. The organizational objectives should be decided in light of the current mission of along with the examination of internal and external environment.
7. It is a technique for evaluating an organization's internal strengths and weakness and its external opportunities and threats.
8. He developed five major forces- suppliers; buyers; competitive rivalry among firms currently in the industry; product or service substitutions, and potential entrants into the industry.
9. The ability to draw conclusion about the attractiveness of the organization's situation and the need for strategic action.
10. It is a different business with its own different competitors inside the organizations.

Unit Eight: Related Approach to Leadership

Vocabularies:

Exercises 8.1.3 Matching Questions:

1. d 2. e 3. a 4. b 5. c 6. h

7. j 8. k 9. f 10. m 11. g 12. i

Exercises 8.1.4. Fill in the Blanks Questions:

1. acclimate 2. alignment 3. availability 4. charismatic
5. consistent 6. contribution 7. diversity 8. align
9. flaw 10. inflexible

Comprehension Questions:

8. 2. 1. True/ False Questions:

1.F 2. T 3. F 4. T 5. F 6. F 7. T 8. T
9.T 10. F 11. F 12. F 13. T 14. T 15. T

8. 2. 2. Multiple- choice Questions:

1. c 2. d 3. b 4. a 5. c 6. b 7. a 8. b
9. d 10. b 11. c 12. a 13. d 14. c 15. a

8.2.3. Open-ended Questions

1. Since existing leadership models and theories are not responsible for situations in which leaders behavior are replaced by characteristics of the employees, task, and the organization, substitutes for leadership was developed to deal with it.
2. When the job is simple, routine, the subordinate may not need direction or when the task is challenging and intrinsically satisfying they may not need or want social support from their leader.
3. The fundamental element of charismatic leadership is the influence that leader have for supporting their subordinates behavior. This influence results from an interpersonal attraction that inspires support and acceptance.

4. Charismatic theory suggest that charismatic leaders are likely to have a lot of self-confidence, a firm conviction in their belief and ideas, and a strong need to influence people. Also they show willingness to communicate high expectations about follower performance and express confidence in followers.
5. These three elements of charismatic leadership in organization relates to the ability of a leader who needs to be able to envision the future, set high expectations, and model behavior consistent with meeting those expectations. These leaders must be able to energize others through a demonstration of personal excitement and confidence, and patterns of success. They also enable other people by supporting them, empathizing with them, making them to confident.
6. This responsibility is given to the top management who have a thorough knowledge and complete understanding of the organization, its history, its cultured, its strength, and its weaknesses.
7. Strategic leadership can be defined in terms of the leaders' capabilities to understand the complexities of both the organization and its environment and to leas change in the organization in order to achieve and maintain a superior alignment between the organization and its environment.
8. Since cross- cultural factors play a growing role in organizations as their workforces become more and more diverse, it may be necessary to reassess how applicable current theories and models of leadership are when applied to an increasingly diverse situations of leaders.
9. On the basis of recent corporate scandals, there is a need for applying high standard of ethical conduct as a prerequisite for effective leadership.
10. Because of top managers' unethical behavior and those who are more responsible for hiring new leaders for a business, they are being scrutinized more than ever. This

pressure are likely to further increase commitment to selecting only those individuals with high ethical standards and are more responsible for their action and the results of their action.

Words List

absolute (adj) 5	مطلق - کامل	anchor (n) 4	پشتیبان - تکیه گاه
abuse (v) 1 K	سوء استفاده کردن	antagonistic (adj) 6	متخاصم - ستیزه جو
absenteeism (n) 2	کارگریزی - غیبت از کار	anticipatory (n) 6	پیش بینی
accelaration (n) 5	شتاب	anticipate (v) 2	پیش بینی کردن
access (v) 2	دست یافتن به	apparently (adv) 2	ظاهرا
acclimate (v)8	وفق دادن - عادت کردن	appeal (n) 3	درخواست
accomplishment (n) 4	دستاورد - موفقیت	appliance (n) 7	وسيله ، کاربندی
accountable (adj) 8	پاسخگو	applicable(adj) 8	قابل درخواست
accuracy (n) 4	دقت و درستی	appraisal (n) 4	ارزیابی
accurate (adj) 4	دقیق - صحیح	approach (n) 8	رویکرد
adjusting (v) 7	مطابقت دادن ، اصلاح کردن	apt (adj) 6	مستعد - متمایل
administrative (adj) 4	اداری - اجرایی	array (n) 6	مجموعه - دسته
affinity (n) 6	وابستگی	assess (v) 2	ارزیابی کردن
aesthetics (n) 5	زیبایی شناسی	assessment (n)2, 4, 6	ارزیابی
aggression (n) 6	تعرض - پرخاشگری	asset (n) 2	سرمایه یا اموال
alert (adj) 2	مواظب و هوشیار	assist (v) 2	همکاری کردن
aligne (v) 8	به همدیگر متعهدکردن - هم طرازشدن	associate (v) 2	شریک و متحد بودن
alignment (n) 8	هم طرازی - هم پیمانی	assume (v) 8	فرض کردن
alliance (n) 3	پیمان - اتحاد	assumption (n) 5	فرض - گمان
ambiguous (adj) 6	مبهم	attendant (n) 8	متصدی - مامور
		attitude (n) 4	نگرش - طرزبرخورد

attribute (n) 5	نشان - صفت - جنبه	clarify (v) 4	توضیح دادن - روشن کردن
availability (n) 8	قابل دسترس	clash (n) 6	برخورد
aversion (n) 6	ناسازگاری	coaching (n) 4	تعلیم دادن
avoidance (n) 6	اجتناب - کناره گیری	collaboration (n) 3	همکاری
awash (adj) 6	مملو از - پوشیده از - انباشته از	collectivism (n)	سیستم اقتصادی مشرک
barriers (n) 2, 6	موانع	commerce (v) 5	تجارت - داد و ستد
bear on (phrasal v) 5	ربط داشتن - تاثیر گذاشتن بر	commitment (n) 1, 4, 5, 8	الزام - تعهد
beset (v) 6	احاطه کردن - به ستوه درآوردن	compatible (adj) 2	سازگار
bias (n) 4	تعصب - جانبداری	compensation (n) 2	جبران خسارت
billing (n) 2	صورت حساب	competency (n) 2	شایستگی
boost (v) 3, 5	تقویت کردن - ترقی دادن	competition (n) 2, 5	رقابت
boundaryless structure (np) 3	مرزهای ساختاری کمتر	competitive (adj) 6	رقابتی
breakdown (n) 1, 2, 3, 6	نقص - از کار افتادگی	competitor (n) 5	رقیب - هم آورد
bug (n) 3	اشکال	complaint (n) 4	دادخواهی
candid (n) 1	منصفانه	compliance	قبول اجابت
capture (v) 2	ذخیره کردن (کامپیوتر) - جذب کردن	concept (n) 8	علاقه - ربط
career (n) 2, 4	شغل	concern (n) 4	کار مورد علاقه
catalyst (n) 5	تاثیرگذار	conduct (n) 8	رفتار - سلوک
chain of command (np) 3	سلسله مراتب تصمیم گیری	configuration (n) 3	شکل - ظاهر - ترکیب
challenging (n) 8	چالش برانگیز	conflict (adj) 6	درگیری - ناسازگاری
championed (v) 5	پشتیبانی کردن	conformance (n) 5	انطباق - متابعت
changeover (n) 3	تغییر	congeniality (n) 4	مطلوب - مناسب
charisma (n) 8	پیشوا - پرجذبه	connotation (n) 6	دلالت ضمنی
charismatic leadership (np) 8	رهبری پرجاذبه - پرکرامت	consensus (n) 4	اجماع - وفاق
claim (v) 4	ادعا کردن - مطالبه داشتن	consistent (adj) 4, 8	منسجم - باتبات
		consistency (n) 5	ثبات - استحکام
		constantly (adv) 2	به طور مداوم

constructive (adj) 6	سازنده - سودمند	data processing (np) 2	داده پردازي
contaminate (v) 4	خراب کردن - کثیف کردن	dedicated (adj) 5	اختصاص یافته
contractor (n)3	پیمانکار	defect (n) 2 , 5	نقص - کاستی
contribution (n) 8	مشارکت	defective (adj) 5	ناقص - معیوب
consumer (n) 5	مصرف کننده	deficient (adj) 4	کمبود - ناکارا
convene (v) 3	گرد آمدن - دورهم جمع شدن	delay (n) 2	تاخیر
cooperative (adj) 6	مشترک - جمعی	deliver (v)8	تحویل دادی - ارایه دادن
coordinate (v) 2	هماهنگ کردن	depletion (n)	تخلیه
cope with (v) 6	از عهده برآمدن	depose (v)	خلع کردن ، گواهی کردن
core (n) 3	هسته	derive (v)2	ناشی شدن
corporate governance (adj.p) 8	نظارت دولتی	destructive (adj) 6	مخرب
corruption (n)1	تباهی .فساد	deter (v)	باز داشتن -منع کردن
corporate strategy (np) 2 & 3,8 k	راهبرد دولتی	determinant (n) 4, 5	تعیین کننده
cost (v) 2, 5	هزینه بر داشتن	determinate (adj) 6	معلوم -مقرر
costly (adj) 4	هزینه بر	diagnose (v)2	تشخیص دادن
counterpart (n) 2, 4	همتا	differentiate (n) 6	تمایز - تفاوت
courtesy (n) 4	تواضع - ادب و خوشخویی	dignity (n) 1	شان و مقام
credit (n)1	بستانکاری	dilemma (n) 1	برهان قاطع به معیار
crisis (n) 5	بحران	diligently (adv) 4	سرسختانه
critical (adj) 2, 5	با اهمیت	dimension (n) 4	ابعاد
cross-cultural leadership (adj p) k 8	رهبری 8 متقابل فرهنگی	directive leader (adj. p) 8	رهبر رهنمودی
cross-functional (adj. p) 3	عملکرد متقابل 3	disastrous (adj)	فاجعه بار
crucial (adj)2	حیاتی	disband (v) 3	انحلال - منحل کردن
current (adj) 1	شایع، جاری	disclosures	افشاء. اشکار سازی
cumbersome	مایه زحمت .پر زحمت	discrepancy (n) 2	تفاوت
database (n) 2	داده ها	disgruntled (adj)	ناراضی - بد خلق کردن
		disposal	مصرف (فروش یا واگذاری)

disrupt (v) 6	اخلال کردن	evoke (v) 6	تحریک کردن
dissent (n) 6, 8	اختلاف عقیده	exceed (v) 5	بالغ شدن بر
distinguish (v) 4	تشخیص دادن	excel (v) 5	برتری داشتن بر
distribution (n) 4	توزیع - پخش	exceptional (adj) 2	مستثنی
diverse (adj) 2, 8	متنوع	executive (adj) 8	اجرایی
diversity (n) 8	گوناگونی - تفاوت	expansion (n) 5, 6	توسعه
documentation (n) 4	مستندات - ارایه اسناد	expedition (n)	تسریع، سرعت
dominate (v) 6	تسلط داشتن - چیره شدن	expenditure (n) 5, 6	خرج - هزینه
drawback (n) 4	اشکال - زیان	expenses (n) 5	مخارج
dump	خالی کردن (کالای ارزان در بازار)	expertise (n) 4	تخصص - خبرگی
durability (n) 5	دوام - پایداری	explode (v) 6	ترکیدن - گسترده کردن
dysfunctional (adj) 6	ناکارآمد	extensive (adj) 3	وسیع - گسترده
effort (n) 4	تلاش - کوشش	facilitate (v) 5	تسهیل کردن - آسان کردن
eliminate (v) 4	حذف کردن - محو کرده	fair (adj) 4, 6	منصفانه
emerge (v) 1, 2, 8	پدیدار شدن	fairness	انصاف، بی طرفی
emergence (n) 5	پیدایش - ظهور	faith (n) 8	عقیده - پیمان
empathize (v) 8	همدردی کردن	falling behind (phrasal v) 5	عقب افتادن
empowerment (n) 3	توانمند سازی	faulty (adj) 5	ناقص - معیوب
encompass (v) 8	شامل شدن - احاطه کردن	feasible	امکان پذیر
enhancement (n) 5	تقویت - افزایش -	finance (n) 2	مالیه و دارایی
entrant(n)	تازه وارد	firing (n) 4	اخراج
envision (n) 8	تجسم	firm conviction (adj P) 8	غیرقابل تغییر
establishment (n)2	تاسیس	flatter (v) 2	تملق گفتن
ethics (n) 1	وابسته به اخلاق ...	flaw (v) 3, 8, 5	عیب - نقص
ethical (adj) 1	اخلاقی	flawed (adj) 5	ناقص
ethical conduct (adj p) 8	رفتار اخلاقی	fluctuate (v) 4	بی ثبات بودن - نوسان داشتن
ethical leadership (adj. p) 8	رهبری اخلاقی	formalization (n) 8	رسمی سازی

formidable (adj) 5	توانمند - نیرومند - قوی	independence (n)8	مستقل
frame (v) 2	تنظیم کردن	indifference (n) 8	بی تفاوتی
frank (adj) 6	رک - صریح	indiscriminately	به طور نامشخص
fraud	فریب	indiscretion(n) 8	بی احتیاطی - بی ملاحظگی
fulfil (v) 4	تحقق یافتن	individualism (n) 8	فردگرایی - استقلال فردی
functional (adj) 2	وابسته به وظایف اعضا	inflexibility (n) 8	انعطاف پذیری
fund (n) 6	وجوه - سرمایه	information management system (np) 2	نظام مدیریت اطلاعات
fundamental (adj) 3	اساسی	information system (np) 2	نظام اطلاعات
gimmick (n) 5	حیله - تدبیر	information technology (np) 2	فن آوری اطلاعات
grasp (v) 8	فهمیدن - دریافت کردن	initiate (v) 2	شروع کردن
group cohesion(np)8	انسجام گروهی	inspect (n) 5	بازرسی کردن
hamper (v) 6	مانع شدن - از کار بازداشتن	inspection (n) 5	بازرسی - بازدید
handle (V) 3, 4	رسیدگی کردن - اداره کردن	inspector (n) 5	بازرس
hazardous (adj)	مخاطره آمیز، تصاد	inspire (v) 8	الهام بخشیدن - القا کردن
head (v) 8	رهبری کردن	inspirational leadership (adj p) 8	رهبری الهام بخش
on the horizon (prep. P) 8	قریب الوقوع بودن	instantaneously (adv) 3	بلادرنگ - بلافاصله
horizontal (adj) 2	همتراز	integration (n) 2, 3	یک پارچگی
horizontal structure (adj.p) 3	ساختار هم تراز	integrity	درستی
impermanence (n) 3	موقتی بودن - ناپایداری	intensive (adj) 3	فشرده - کامل
implement (v) 5	اجرا کردن - انجام دادن	interchangeable (adj)2	تبادل پذیر
implementation (n)	اجرا	intimately (adv) 6	صمیمانه - تنگاتنگ
impose (v)	تکلیف کردن. تحمیل کردن	intrinsic satisfaction (adj.p) 8	رضایت ذاتی
improvement (n) 4	پیشرفت - بهبود	invasion (n)	تاخت و تاز
incentive (adj) 4	انگیزه	inventory (n) 4	صورت کالا
inception (n)	آغاز	inventory record (np) 2	ثبت موجودی
incompatible (adj) 6	ناسازگار - متناقض		
incorporation (n)2	ترکیب، اتحاد		

investors (n)	سرمایه گزاران	mobilizing (v) 3	تجهیز کردن
involvement (n)2, 5	شرکت - دخالت	morale (n) 3	روحیه
judgement method (np) 4	شیوه قضاوت صحیح	mushroom (v) 6	به سرعت ایجاد کردن
jurisdiction (n) 6	صلاحیت - قلمرو	mutual (adj) 6	متقابل - دو جانبه
keep pace (phrasal v) 5	هماهنگ ماندن	neutralize (v) 8	خنثی کردن
keep truck (phrasal v) 5	معامله کردن	nondiscriminatory(adj) 8	غیر تبعیضانه - تبعیض آمیز
labor union 2	اتحادیه کارگری	objective method (adj.p) 4	شیوه منصفانه
lateral (adj) 3	جانبی	obligation	الزام ، قید
launch (v)	راه اندازی کردن	offending (adj) 6	متخلف
lawsuit (n) 5	طرح دعوی در دادگاه - دادخواهی	on duty (n) 8	سرخدمت
layoff (n) 4	اخراج - فصل کم کاری	openness (n) 2	صداقت
lead (v)2	رهبری کردن	operational decisions (adj. p)	تصمیم گیری عملیاتی
lean (n) 3	توأم با کمبود - کم مایه	opt out	عدم تمایل به انجام کاری
learning organization (np) 3	سازمان یادگیری	outmode	از دور خارج شدن
lingering (adj) 8	ماندگار - دایمی	output (n) 2, 4	تولید- محصول
linkage (n) 2	ارتباط	outright (adj) 2	قاطع - صریح
logistics (n) 2	تدارکات	outsourcing (n) 2	برون سپاری
loopholes ()	راه گریز - روزنه	outstanding (adj) 4	برجسته - ممتاز
mainstream (n) 2	مسیر اصلی	overhaul (v) 8	تعمیرات اساسی کردن
maintenance (n)2	نگهداری	overhead (n) 3	بالاسری
marketing information (np) 2	اطلاعات بازاریابی	overlapping (v) 6	با هم تداخل داشتن
matrix structure (np) 3	ساختار شبکه ای	overlook (v) 8	نادیده گرفتن - غفلت کردن
merchandise (n) 3	کالا	payroll (n) 2	صورت پرداخت - دستمزد
merit (n) 4	شایستگی - لیاقت - استحقاق	pave the way (v) 6	کار راه انداختن
mire (v) 6	گرفتاری	performance (n) 2	عملکرد - کارایی
mission(n) 2, 8	ماموریت		
mistrust (v) 6	بی اعتمادی		

performance appraisal (np) 4	ارزیابی عملکرد	ranking (n) 4	رتبه - رده
persist (v) 6	اصرار ورزیدن	rational (adj) 6	منطقی
pervasive (adj) 5	فراگیر - نافذ	rating (n) 4	درجه - مرتبه
piecemeal ()	به تدریج	release (V) 3	رهایی - واگذاری
plummet (v) 8	پایین افتادن - تقلیل پیدا کردن	reliable (adj) 5	قابل اعتماد
policy 2	خط مشی	reliability (adj) 5	قابلیت اطمینان
post (v)	اعلان کردن	remedy (n) 6	چاره - درمان - فایده
predict (v) 3	پیش بینی کردن	render (v) 8	ارایه کردن
preliminary (adj) 8	مقدماتی	reputation (n) 5	اعتبار - شهرت
premise (n) 8	فرضیه	requirement (n) 4	شرایط لازم
prerequisite (n) 8	پیش نیاز	resolution (n) 6	تصمیم - عزم راسخ - تصویب
prestige	اعتبار	respective (adj)	پذیرنده
Proactive (adj) 2	فعالانه - مبتکر	revenue (n) 2	درآمد
Problem avoider (np) 2	اجتناب از مشکل -	rigid reward (adj. p) 8	پاداش سخت
Problem seeker (np) 2	طالب مشکل	ripped down	سریع حرکت کردن
Productivity (n) 5	بهره وری - سودمندی	rivalry 2	رقابت
professional orientation (adj p) 8	جهت گیری حرفه ای	rob (v) 8	ربودن - غارت کردن
prominent (adj) 2	برجسته - پراهمیت	role perception (np) 4	قدرت دریافت نقش
promotion (n) 4	ترفیح - پیشرفت	routineness (n) 8	روزمره
prompt (adj) 6	سریع - بی درنگ	rule of thumb (np) 4	حساب سر انگشتی
propose (v) 3,8	پیشنهاد کردن	rupture (n)	نقض
provoke (v) 6	دامن زدن - برانگیختن	salvage (v) 6	بازیابی کردن
proximity ()	نزدیکی	Sarbanes Oxley act	قانون صاربندر آکسلی
punctuality (n) 4	خوش قولی - موقع شناسی	scandal (n) 2	رسوایی - افتضاح
pursue (v) 2, 5	پی گیری کردن - دنبال کردن	scapegoats (n) 6	ناامید کننده -
quality (n) 5	کیفیت	scarce (adj) 6	کمبود - فاقد
quality assurance (np) 5	تضمین کیفیت		

scrutinize (v) 3	موشکافی کردن – بدقت بررسی کردن	strategic management (adj. p) 2	مدیریت راهبردی
scrutiny (n)	رسیدگی دقیق	streamline (adj) 3	کارآمد – کارا
serviceability (n) 5	قابلیت استفاده	subsidiary (n) 2 K	فرعی
sewage (n) 1	اگو	sort out (v)	هماهنگ کردن کارهای بدون نظم
shareholder (n) 2	صاحب سهم . سهامدار	stock price (np)	هزینه جنس
shipping (n) 3	حمل و نقل – ترابری	strict (adj)	سخت گیرانه
shortcoming (n) 6	کوتاهی و قصور	strive (v)	کوشش کردن
shrink (v) 3	کاهش یافتن	structure (n) 3	ساختار
silos (n) 3	سیلو- انبار	structured (adj) 3	ساختارگرایانه
simulation (n) 2	شبیه سازی	subordinate (n) 8k	رده پایین اداری
slogan (n) 5	شعار	substantially (adv)	در واقع، اساسا
smartphone (n) 2	گوشی های هوشمند	substitutes for leadership (np) 8	جایگزینی برای رهبری
sophisticated (adj) 4	پیچیده و کامل	supplement (v) 4	مکمل - ضمیمه
spontaneous (adj) 3	به خودی خود – خود به خود	supplier (n) 3	تامین کننده – تهیه کننده
stakeholder (n) 2	سهام دار	supplier strategic alliance (adj. p) 3	پیمان راهبردی عرضه کننده
state of affair (np) 2	وضعیت امور	surfer (n)	جستجو گر
state of mind (np) 8	وضعیت ذهنی	symbolic leadership (adj p) 8	رهبری نمادین
status (n) 2	مقام	symptom (n) 6	نشانه – علائم
stem from (phrasal v) 5	ناشی از	systematic (adj) 2	اصولی
stick to (v)	عمل کردن – عدول نکردن 3	tactical decision (adj.p) 2	تصمیم تاکتیکی
stimulate (v) 6, 8	تحریک کردن – برانگیختن	task (n) 8	کار- وظیفه – تکلیف
stock (v) 3	موجودی	team (n) 3	تیم - گروه
strategic (adj) 3	راهبردی	teamwork (n) 3	کار گروهی
strategic alliance (adj.p) 3	پیمان راهبردی	team structure (np) 3	ساختار گروه
strategic commitment (adj. p) 5	تعهد راهبردی		

temporariness (n) 3	موقتی - زود گذر	tune (v) 6	وقف دادن
threat (n) 2, 6	تهدید	turnaround (n) 8	چرخش
timely (adj) 2	بموقع - بهنگام	turnover (n) 2	بازده - حجم معاملات
totality (n) 5	کلی - تمامیت	turbulent (adj) 8	سرکشی - آشفتگی
trace (v) 3	ردیابی	ultimately (Adv.) 2	نهایتا
track (v) 2	دنبال کردن - پی گیری کردن	underscore (v) 5	برجسته کردن
trait theories (adj p) 8	نظریه های مربوط به ویژگی و خصوصیت	utilization (n) 3	بهره برداری - استفاده
transactional processing (np) 2	فرایند جابجایی پول	validating (n) 4	تایید کردن - اعتبار دادن
transformational leadership (adj p) 3	رهبری تحول گرا	vertical (adj) 3	عمودی
transmitte (v) 8	انتقال دادن	violence (n) 6	خشونت
trend (n) 2	تمایل	virtual organization (adj.p) 3	سازماندهی مجازی
trigger (n) 6	مقدمه - جرقه	virtually (adv) 5	عملا
trim (n) 5	مرتب	vital (adj) 8	اساسی - حیاتی
tough	دشوار. بادوام	vitality (adv) 5	حایز اهمیت - حیاتی
training (n) 4	آموزش	vouch (v)	ضمانت کردن . کردن
trait (n) 4	ویژگی	warranty (n) 5	ضمانت
transgression (n)	سرپیچی- تخلف	workplace(n) 8	نیروی کار
truthfulness (n)	صداقت و راستگویی		