

CH 13

Organizational decision-making is formally defined as the process of identifying and solving problems.

صنع القرار في المنظمات يُعرف رسميًا بأنه العملية التي يتم من خلالها تحديد المشكلات وحلها.

The process has two major stages.

تنقسم هذه العملية إلى مرحلتين رئيسيتين

- 1) **In the problem identification stage,**
في مرحلة تحديد المشكلة
- 2) **The problem solution stage.**
مرحلة حل المشكلة.

Organizational decisions vary in complexity and can be categorized as programmed or non-programmed.

تتنوع القرارات التنظيمية في مستوى تعقيدها، ويمكن تصنيفها إلى قرارات مبرمجة أو غير مبرمجة.

- 1) **Programmed decisions are repetitive and well-defined, and procedures exist for resolving the problem.**
القرارات المبرمجة هي قرارات متكررة ومحددة بشكل جيد، وتوجد إجراءات واضحة لحل المشكلة.
- 2) **Non-programmed decisions are novel and poorly defined, and no procedure exists for solving the problem.**
القرارات غير المبرمجة هي قرارات جديدة وغير محددة بشكل جيد، ولا توجد إجراءات محددة لحل المشكلة.

Individual Decision-Making

اتخاذ القرارات الفردية

Individual decision-making by managers can be described in two ways.

يمكن وصف اتخاذ القرارات الفردية من قبل المديرين بطريقتين

- 1) **First is the rational approach, which suggests how managers should try to make decisions.**
الأولى هي النهج العقلاني، الذي يشير إلى الكيفية التي يجب أن يحاول بها المديرين اتخاذ القرارات.
- 2) **Second is the bounded rationality perspective, which describes how decisions actually have to be made under severe time and resource constraints.**
الثانية هي منظور العقلانية المحدودة، الذي يصف كيفية اتخاذ القرارات فعليًا تحت قيود شديدة من الوقت والموارد.

The rational approach is an ideal managers may work towards but never reach.

النهج العقلاني هو نموذج مثالي قد يسعى المديرين لتحقيقه ولكنهم لن يصلوا إليه أبدًا.

خطوات النهج العقلاني يتم تقسيمها إلى مرحلتين رئيسيتين : تحديد المشكلة (Problem Identification) و حل المشكلة (Problem Solution)

مرحلة تحديد المشكلة (Problem Identification):

1. **Monitor the Decision Environment**
مراقبة بيئة القرار
تحليل البيئة الداخلية والخارجية لتحديد ما إذا كانت هناك حاجة لاتخاذ قرار
 2. **Define the Decision Problem**
تحديد مشكلة القرار
تعريف واضح للمشكلة أو الفرصة التي تحتاج إلى معالجة
 3. **Specify Decision Objectives**
تحديد أهداف القرار
تحديد الأهداف التي ينبغي تحقيقها من خلال اتخاذ القرار
 4. **Diagnose the Problem**
تشخيص المشكلة
فهم أسباب المشكلة وتفصيلها بعمق
-

مرحلة حل المشكلة (Problem Solution):

5. **Develop Alternative Solutions**
تطوير حلول بديلة
اقتراح خيارات وحلول متعددة لمعالجة المشكلة
 6. **Evaluate Alternatives**
تقييم البدائل
مقارنة البدائل المتاحة بناءً على معايير محددة مثل التكلفة والفوائد
 7. **Choose the Best Alternative**
اختيار البديل الأفضل
تحديد الخيار الأنسب بناءً على التقييم
 8. **Implement the Chosen Alternative**
تنفيذ البديل المختار
تنفيذ الحل المختار ومتابعة نتائجه لضمان تحقيق الأهداف
-

الهيكل العام:

- تتمحور حول التعرف على المشكلة وتحليلها :المرحلة الأولى (تحديد المشكلة)
- تركز على إيجاد وتنفيذ الحلول :المرحلة الثانية (حل المشكلة)

Bounded Rationality Perspective

منظور العقلانية المحدودة

The point of the rational approach is that managers should try to use systematic procedures to arrive at good decisions.

الهدف من النهج العقلاني هو أن يحاول المديرون استخدام إجراءات منهجية للوصول إلى قرارات جيدة.

When organizations are facing little competition and are dealing with well-understood issues, managers generally use rational procedures to make decisions.

عندما تواجه المنظمات منافسة قليلة وتعالج قضايا مفهومة بشكل جيد ، يستخدم المديرون عادةً الإجراءات العقلانية لاتخاذ القرارات.

Yet research into managerial decision-making shows that managers often are unable to follow an ideal procedure.

ومع ذلك، تُظهر الأبحاث حول صنع القرار الإداري أن المديرين غالبًا غير قادرين على اتباع إجراءات مثالية.

Many decisions must be made very quickly.

يجب اتخاذ العديد من القرارات بسرعة كبيرة.

Time pressure, a large number of internal and external factors affecting a decision, and the ill-defined nature of many problems make systematic analysis virtually impossible.

الضغط الزمني، وعدد كبير من العوامل الداخلية والخارجية التي تؤثر على القرار، والطبيعة غير الواضحة للعديد من المشكلات تجعل التحليل المنهجي شبه مستحيل.

Managers have only so much time and mental capacity and, hence, cannot evaluate every goal, problem, and alternative.

المديرون لديهم قدر محدود من الوقت والقدرة العقلية، وبالتالي لا يمكنهم تقييم كل هدف أو مشكلة أو بديل.

The attempt to be rational is **bounded (limited)** by the enormous complexity of many problems.

محاولة أن تكون عقلانيًا تكون محدودة بسبب التعقيد الهائل للعديد من المشكلات.

There is a limit to how rational managers can be.

هناك حد للعقلانية التي يمكن أن يصل إليها المديرون.

For example, an executive in a hurry may have a choice of 50 ties on a rack but will take the first or second one that matches his suit.

على سبيل المثال، قد يكون لدى مسؤول تنفيذي على عجلة من أمره خيار بين 50 ربطة عنق، ولكنه سيأخذ الأولى أو الثانية التي تناسب بدلته.

The executive doesn't carefully weigh all 50 alternatives because the short amount of time and the large number of plausible alternatives would be overwhelming.

المسؤول التنفيذي لا يقيم جميع الخيارات الـ 50 بعناية لأن قصر الوقت والعدد الكبير من البدائل الممكنة قد يكون مربكًا.

The manager simply selects the first tie that solves the problem and moves on to the next task.

المدير ببساطة يختار أول حل يفي بالغرض وينتقل إلى المهمة التالية.

ملخص المفهوم:

منظور العقلانية المحدودة يوضح أن العقلانية التي يسعى إليها المديرون غالبًا ما تكون محدودة بالقيود العملية مثل الوقت، التعقيد، والعوامل المتعددة التي تؤثر على القرارات. المديرون يختارون أحيانًا حلاً "كافيًا" بدلاً من السعي إلى الحل الأمثل بسبب هذه القيود.

Constraints and Trade-offs

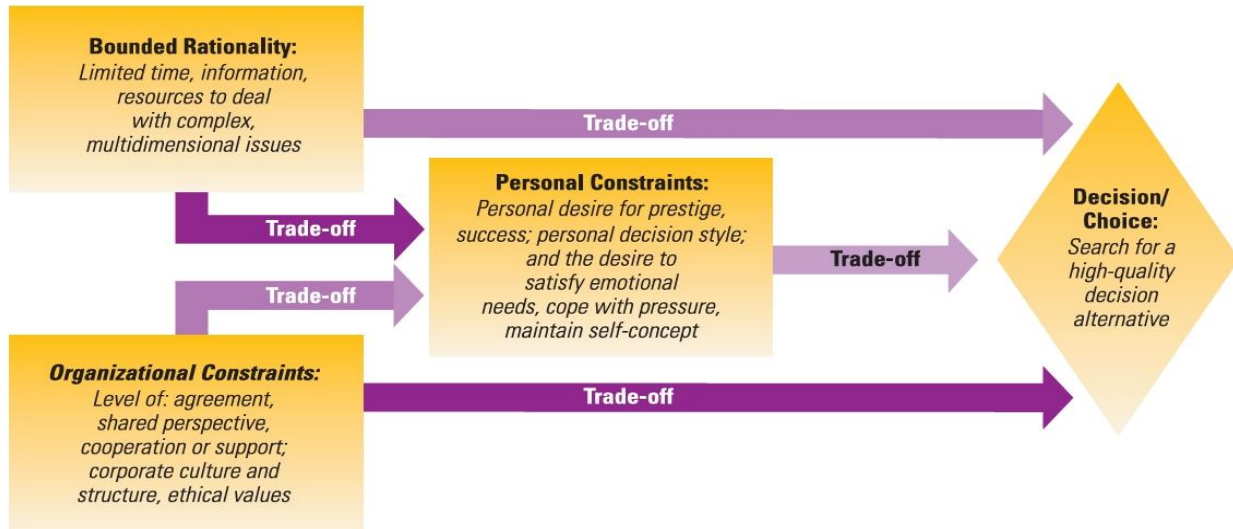
1. القيود الرئيسية (Constraints):

- **Bounded Rationality (العقلانية المحدودة):**
 - الوقت والمعلومات والموارد المحدودة للتعامل مع القضايا المعقدة متعددة الأبعاد.
 - يتعين على المديرين التنازل عن التحليل الشامل لصالح سرعة اتخاذ القرار: المفاضلة.
- **Personal Constraints (القيود الشخصية):**
 - الرغبة الشخصية في المكانة أو النجاح.
 - نمط اتخاذ القرار الشخصي.
 - الرغبة في تلبية الاحتياجات العاطفية، التعامل مع الضغوط، والحفاظ على تصور الذات.
 - قد يتم اتخاذ قرارات مبنية على التفضيلات الشخصية بدلاً من التحليل المنطقي البحت: المفاضلة.
- **Organizational Constraints (القيود التنظيمية):**
 - مستوى الاتفاق، المنظور المشترك، التعاون أو الدعم.
 - ثقافة الشركة، الهيكل التنظيمي، والقيم الأخلاقية.
 - يتطلب التوفيق بين الأهداف التنظيمية الفردية والجماعية: المفاضلة.

2. Decision/Choice (القرار/الاختيار):

- يمثل الهدف النهائي، وهو البحث عن بديل قرار عالي الجودة.
- التي تفرضها القيود السابقة (Trade-offs) يتأثر مباشرة بالمفاضلات.

EXHIBIT 13.3 Constraints and Trade-offs during Non-programmed Decision-Making



The processes by which decisions are made in organizations are influenced by a number of factors, particularly the organization's own internal structures and the degree of stability or instability of the external environment.

العمليات التي يتم من خلالها اتخاذ القرارات في المنظمات تتأثر بعدد من العوامل، لا سيما الهياكل الداخلية للمنظمة ودرجة استقرار أو عدم استقرار البيئة الخارجية.

Management Science Approach

النهج العلمي للإدارة

The management science approach to organizational decision-making is the analogue to the rational approach by individual managers.

يشكل النهج العلمي للإدارة في اتخاذ القرارات التنظيمية نظيرًا للنهج العقلاني الذي يستخدمه المديرون الفرديون.

Management science came into being during the Second World War.

ظهر علم الإدارة خلال الحرب العالمية الثانية.

At that time, mathematical and statistical techniques were applied to urgent, large-scale military problems that were beyond the ability of individual decision-makers.

في ذلك الوقت، تم تطبيق تقنيات رياضية وإحصائية على مشكلات عسكرية عاجلة وكبيرة النطاق، كانت تتجاوز قدرة صانعي القرار الفرديين.

Consider the problem of a battleship trying to sink an enemy ship several miles away.

فكر في مشكلة سفينة حربية تحاول إغراق سفينة عدو على بعد عدة أميال.

The calculation for aiming the battleship's guns should consider distance, wind speed, shell size, speed and direction of both ships, pitch and roll of the firing ship and curvature of the earth.

تتطلب حسابات تصويب مدافع السفينة الحربية الأخذ في الاعتبار عوامل مثل المسافة، سرعة الرياح، حجم القذيفة، سرعة واتجاه السفينتين، حركة السفينة المُنطلقة، وانحناء الأرض.

كيفية عمل النهج العلمي للإدارة:

- يتم تحديد المتغيرات ذات الصلة باستخدام النماذج الرياضية.
- تُدخل البيانات مثل المسافة وسرعة الرياح وحجم القذيفة إلى المعادلات لتوفير حلول دقيقة وفورية.
- قديماً، كانت هذه العوامل تُحسب يدوياً، أما الآن فتتم معالجتها تلقائياً باستخدام أنظمة الرادار والحواسيب.

Management science is an excellent device for organizational decision-making when problems are analyzable and when the variables can be identified and measured.

يشكل علم الإدارة أداة ممتازة لاتخاذ القرارات التنظيمية عندما تكون المشكلات قابلة للتحليل وعندما يمكن تحديد وقياس المتغيرات ذات الصلة.

Carnegie Model نموذج كارنيجي

Research by the Carnegie group indicated that organization-level decisions involved many managers and that a final choice was based on a coalition among those managers. أظهرت أبحاث مجموعة كارنيجي أن القرارات على مستوى المنظمة تشمل العديد من المديرين، وأن القرار النهائي يستند إلى ائتلاف بين هؤلاء المديرين.

A **coalition** is an alliance among several managers who agree about organizational goals and problem priorities.

الائتلاف هو تحالف بين عدد من المديرين الذين يتفقون على أهداف المنظمة وأولويات المشكلات.

It could include managers from line departments, staff specialists and even external groups, such as powerful customers, bankers or union representatives.

قد يشمل ذلك مديرين من الأقسام التشغيلية، ومتخصصين من فريق العمل، وحتى مجموعات خارجية مثل العملاء المهمين، أو المصرفيين، أو ممثلي النقابات.

Management coalitions are needed during decision-making for two reasons.

تحتاج عملية اتخاذ القرارات إلى ائتلافات إدارية لسببين.

- 1) First, organizational goals are often ambiguous, and operative goals of departments are often inconsistent.

أولاً، تكون الأهداف التنظيمية غالباً غامضة، وتكون أهداف الأقسام التشغيلية غير متسقة في كثير من الأحيان.

When goals are ambiguous and inconsistent, managers will naturally tend to disagree about problem priorities.

عندما تكون الأهداف غامضة وغير متسقة، فمن الطبيعي أن يختلف المديرين حول أولويات المشكلات.

They must bargain about problems and build a coalition around the question of which problems to solve.

يجب عليهم التفاوض بشأن المشكلات وبناء ائتلاف حول مسألة المشكلات التي يجب حلها.

- 2) The second reason for coalitions is that individual managers intend to be rational but function with human cognitive limitations and other constraints, as described earlier.

السبب الثاني للائتلافات هو أن المديرين الفرديين يعتزمون التصرف بعقلانية، لكنهم يعملون ضمن حدود معرفية بشرية وقيود أخرى، كما تم وصفه سابقاً.

Managers do not have the time, resources or mental capacity to identify all dimensions and to process all information relevant to a decision.

لا يمتلك المديرين الوقت أو الموارد أو القدرة العقلية لتحديد جميع الأبعاد ومعالجة جميع المعلومات ذات الصلة بقرار ما.

These limitations lead to deliberative, coalition-building behaviour.

تؤدي هذه القيود إلى سلوك تأملي يهدف إلى بناء الائتلافات.

Managers talk to each other and exchange points of view to gather information and reduce ambiguity.

يتحدث المديرون مع بعضهم البعض ويتبادلون وجهات النظر لجمع المعلومات وتقليل الغموض.

Building a coalition will lead to a decision that is supported by interested parties.

يساعد بناء الائتلاف على التوصل إلى قرار تدعمه الأطراف المعنية.

Problemistic search means managers look around in the immediate environment for a solution to quickly resolve a problem.

يعني البحث المشكلاتي أن المديرين يبحثون في البيئة المحيطة المباشرة عن حل لمشكلة بسرعة.

The process of coalition formation has several implications for organizational decision behaviour.

عملية تكوين الائتلاف لها عدة تأثيرات على سلوك اتخاذ القرارات التنظيمية.

- 1) **First, decisions are made to satisfy rather than to optimize problem solutions.**
أولاً، يتم اتخاذ القرارات لتحقيق حل مرضٍ بدلاً من تحسين حلول المشكلات.
- 2) **Second, managers are concerned with immediate problems and short-run solutions.**
ثانياً، يهتم المديرون بالمشكلات الفورية والحلول قصيرة الأجل.
- 3) **Third, discussion and bargaining are especially important in the problem identification stage of decision-making.**
ثالثاً، تكون المناقشات والمساومات ذات أهمية خاصة في مرحلة تحديد المشكلة من عملية اتخاذ القرار.

EXHIBIT 13.4 Choice Processes in the Carnegie Model

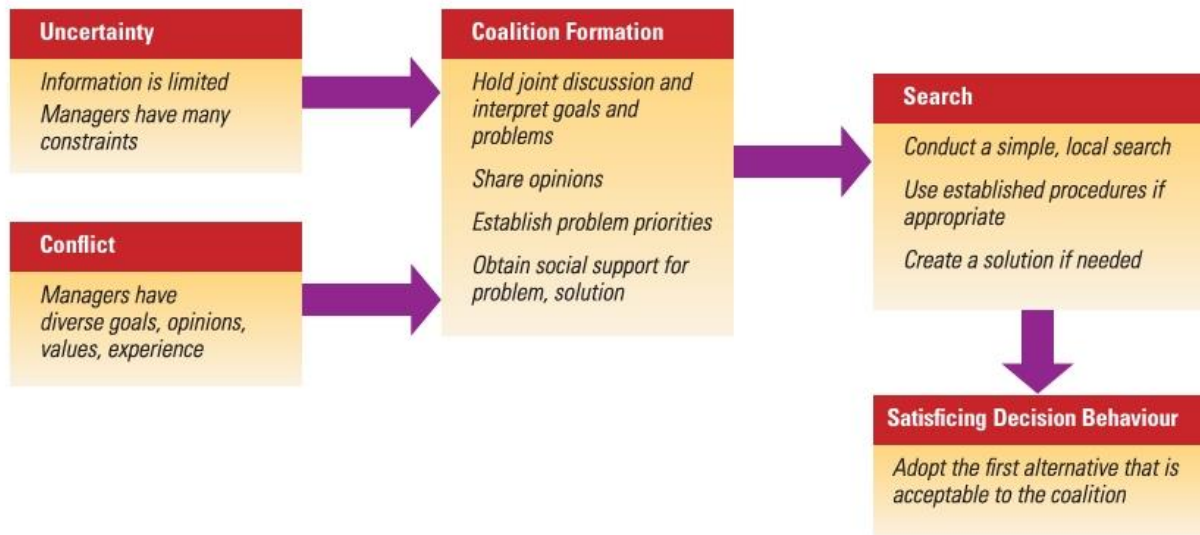


Exhibit 13.4: Choice Processes in the Carnegie Model

الشكل 13.4: عمليات الاختيار في نموذج كارنيجي

1. الغموض (Uncertainty):

Information is limited

المعلومات محدودة

Managers have many constraints

المديرون يواجهون العديد من القيود

2. الصراع (Conflict):

Managers have diverse goals, opinions, values, experience

المديرون لديهم أهداف وآراء وقيم وخبرات متنوعة

3. تكوين الائتلاف (Coalition Formation):

Hold joint discussion and interpret goals and problems

عقد مناقشات مشتركة وتفسير الأهداف والمشكلات

Share opinions

مشاركة الآراء

Establish problem priorities

تحديد أولويات المشكلات

Obtain social support for problem, solution
الحصول على الدعم الاجتماعي للمشكلة والحل

4. البحث (Search):

Conduct a simple, local search
إجراء بحث بسيط ومحدد النطاق

Use established procedures if appropriate
استخدام الإجراءات القائمة عند الإمكان

Create a solution if needed
إنشاء حل إذا لزم الأمر

5. سلوك القرار المرضي (Satisficing Decision Behaviour):

Adopt the first alternative that is acceptable to the coalition
تبني أول بديل يكون مقبولاً من قبل الائتلاف

Incremental Decision Process Model

نموذج العملية التدريجية لاتخاذ القرار

This approach to decision-making, called the incremental decision process model, places less emphasis on the political and social factors described in the Carnegie model, but tells more about the structured sequence of activities undertaken from the discovery of a problem to its solution.

يركز هذا النهج، الذي يُطلق عليه نموذج العملية التدريجية لاتخاذ القرار، بشكل أقل على العوامل السياسية والاجتماعية الموصوفة في نموذج كارنيجي، لكنه يوضح بشكل أكبر التسلسل المنظم للأنشطة المتبعة من اكتشاف المشكلة إلى حلها.

An interrupt may mean an organization has to cycle back through a previous decision and try something new.

قد تعني المقاطعة أن المنظمة يجب أن تعود إلى قرار سابق وتجرب شيئاً جديداً.

Decision loops or cycles are one way the organization learns which alternatives will work. الحلقات أو الدورات القرارية هي إحدى الطرق التي تتعلم بها المنظمة البدائل التي ستعمل.

The ultimate solution may be very different from what was initially anticipated. قد يكون الحل النهائي مختلفاً تماماً عما كان متوقعاً في البداية.

The steps take place in three major decision phases: identification, development and selection.

تحدث الخطوات في ثلاث مراحل رئيسية لاتخاذ القرار: التعرف، التطوير، والاختيار.

1) Identification Phase

مرحلة التعرف

- The identification phase begins with **recognition**. تبدأ مرحلة التعرف بالاعتراف.

Recognition means one or more managers becoming aware of a problem and the importance of making a decision.

يعني الاعتراف أن مديراً أو أكثر يدرك وجود مشكلة وأهمية اتخاذ القرار.

Recognition is usually stimulated by a problem or an opportunity.

يتم تحفيز الاعتراف عادةً بمشكلة أو فرصة.

A problem exists when elements in the external environment change or when internal performance is perceived to be below standard.

توجد مشكلة عندما تتغير عناصر في البيئة الخارجية أو عندما يُعتبر الأداء الداخلي أقل من المستوى المطلوب.

- The second step is **diagnosis**, in which more information is gathered if needed to define the problem situation.
الخطوة الثانية هي التشخيص، حيث يتم جمع المزيد من المعلومات إذا لزم الأمر لتحديد وضع المشكلة.

Diagnosis may be systematic or informal, depending upon the severity of the problem.
قد يكون التشخيص منهجياً أو غير رسمي، بناءً على شدة المشكلة.

2)Development Phase

مرحلة التطوير

In the development phase, a solution is shaped to solve the problem defined in the identification phase.

في مرحلة التطوير، يتم تشكيل حل لمعالجة المشكلة التي تم تحديدها في مرحلة التعرف.

The development of a solution takes one of two directions.
يتخذ تطوير الحل أحد اتجاهين.

- First, **search procedures** may be used to seek out alternatives within the organization's repertoire of solutions.
أولاً، قد تُستخدم إجراءات البحث للبحث عن بدائل ضمن مجموعة الحلول المتاحة في المنظمة.
- The second direction of development is to **design a custom solution**.
الاتجاه الثاني في التطوير هو تصميم حل مخصص.

3)Selection Phase

مرحلة الاختيار

The selection phase is when the solution is chosen.

مرحلة الاختيار هي المرحلة التي يتم فيها اختيار الحل.

Evaluation and choice may be accomplished in three ways.
يمكن تنفيذ التقييم والاختيار بثلاث طرق.

The judgement form of selection is used when a final choice falls upon a single decision-maker, and the choice involves judgement based upon experience.

يُستخدم أسلوب الحكم في الاختيار عندما يقع القرار النهائي على صانع قرار واحد، ويستند الاختيار إلى الحكم المستند إلى الخبرة.

In analysis, alternatives are evaluated on a more systematic basis, such as with management science techniques.

في التحليل، يتم تقييم البدائل على أساس أكثر منهجية، مثل استخدام تقنيات علم الإدارة.

The Learning Organization

المنظمة المتعلمة

These organizations are marked by much uncertainty at both the problem identification and problem solution stages.

تتسم هذه المنظمات بقدر كبير من عدم اليقين في مرحلتي تحديد المشكلة وحلها.

Combining the Incremental Process and Carnegie Models

دمج نموذج العملية التدريجية ونموذج كارنيجي

The Carnegie description of coalition building is especially relevant for the problem identification stage.

وصف كارنيجي لبناء الائتلافات مناسب بشكل خاص لمرحلة تحديد المشكلة.

When issues are ambiguous, or if managers disagree about problem severity, discussion, negotiation and coalition building are appropriate.

عندما تكون القضايا غامضة أو عندما يختلف المديرون بشأن شدة المشكلة، تكون المناقشة، التفاوض، وبناء الائتلافات خطوات مناسبة.

Garbage Can Model

نموذج سلة المهملات

The garbage can model is not directly comparable to the earlier models because it deals with the pattern or flow of **multiple decisions** within organizations, whereas the incremental and Carnegie models focus on how a single decision is made.

لا يمكن مقارنة نموذج سلة المهملات مباشرة بالنماذج السابقة لأنه يتعامل مع نمط أو تدفق القرارات المتعددة داخل المنظمات، في حين أن نماذج العملية التدريجية وكارنيجي تركز على كيفية اتخاذ قرار واحد.

They result from three characteristics:

تنتج عن ثلاث خصائص:

1. **Problematic preferences.** Goals, problems, alternatives and solutions are ill-defined. Ambiguity characterizes each step of a decision process.
التفضيلات الإشكالية: الأهداف، المشكلات، البدائل، والحلول غير محددة جيداً. الغموض يميز كل خطوة في عملية اتخاذ القرار.
 2. **Unclear, poorly understood technology.** Cause-and-effect relationships within the organization are difficult to identify. An explicit database that applies to decisions is not available.
التكنولوجيا غير الواضحة أو غير المفهومة جيداً: من الصعب تحديد علاقات السبب والنتيجة داخل المنظمة. ولا يتوفر قاعدة بيانات واضحة تنطبق على القرارات.
 3. **Turnover.** Organizational positions experience turnover of participants. In addition, employees are busy and have only limited time to allocate to any one problem or decision. Participation in any given decision will be fluid and limited.
التبديل: المناصب التنظيمية تشهد تبديلاً مستمراً للمشاركين. بالإضافة إلى ذلك، يكون الموظفون مشغولين ولديهم وقت محدود مخصص لأي مشكلة أو قرار معين. وتكون المشاركة في أي قرار مرنة ومحدودة.
- The four streams relevant to organizational decision-making are as follows:
التدفقات الأربعة المتعلقة باتخاذ القرارات التنظيمية هي كما يلي:
 1. Problems.
 2. Potential solutions
 3. Participants.
 4. Choice opportunities

Consequences

العواقب

There are four specific consequences of the garbage can decision process for organizational decision-making:

هناك أربع عواقب محددة لعملية اتخاذ القرار وفقاً لنموذج سلة المهملات في القرارات التنظيمية

1. Solutions may be proposed even when problems do not exist.

قد تُقترح حلول حتى عندما لا توجد مشكلات

A manager might be sold on an idea and might try to sell it to the rest of the organization.

قد يقتنع المدير بفكرة ما ويحاول تسويقها لبقية المنظمة

2. Choices are made without solving problems.

يتم اتخاذ اختيارات دون حل المشكلات

A choice such as creating a new department may be made with the intention of solving a problem; but, under conditions of high uncertainty, the choice may be incorrect.

قد يتم اتخاذ قرار مثل إنشاء قسم جديد بنية حل مشكلة؛ ولكن، في ظل ظروف عدم يقين شديد، قد يكون الاختيار غير صحيح.

Moreover, many choices just seem to happen.

علاوة على ذلك، تبدو العديد من الاختيارات كأنها تحدث بشكل عشوائي.

3. Problems may persist without being solved.

قد تستمر المشكلات دون أن تُحل

Organization participants get used to certain problems and give up trying to solve them; or participants may not know how to solve certain problems because the technology is unclear.

يتعود المشاركون في المنظمة على مشكلات معينة ويستسلمون عن محاولة حلها؛ أو قد لا يعرف المشاركون كيفية حل بعض المشكلات بسبب غموض التكنولوجيا

4. A few problems are solved.

يتم حل عدد قليل من المشكلات

The decision process does work in the aggregate.

تعمل عملية اتخاذ القرار بشكل إجمالي

Two characteristics of organizations that condition the use of decision approaches are (1) **problem consensus** and (2) **technical knowledge** about the means to solve those problems. هناك خاصيتان للمنظمات تؤثران على استخدام النماذج المختلفة لاتخاذ القرار: (1) التوافق حول المشكلة و(2) المعرفة التقنية بالوسائل اللازمة لحل تلك المشكلة.

Analyzing organizations along these two dimensions suggests which approach will be used to make decisions.

تحليل المنظمات بناءً على هذين البعدين يساعد في تحديد النهج الذي سيتم استخدامه لاتخاذ القرارات.

Problem Consensus

توافق الآراء حول المشكلة

Problem consensus refers to the agreement among managers about the nature of a problem or opportunity and about which goals and outcomes to pursue.

يشير توافق الآراء حول المشكلة إلى الاتفاق بين المديرين بشأن طبيعة المشكلة أو الفرصة والأهداف والنتائج التي يجب السعي لتحقيقها.

This variable ranges from complete agreement to complete disagreement. يتراوح هذا المتغير بين الاتفاق الكامل والخلاف الكامل.

Technical Knowledge about Solutions

المعرفة التقنية بشأن الحلول

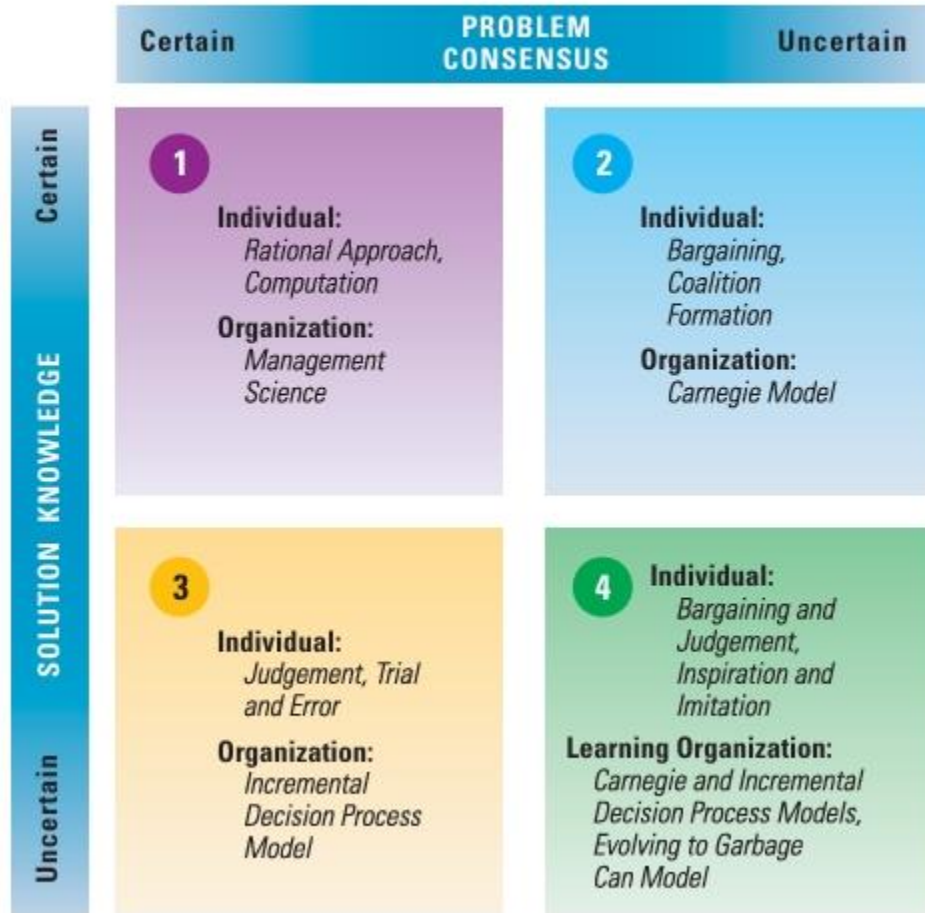
Technical knowledge refers to understanding and agreement about how to solve problems and reach organizational goals.

تشير المعرفة التقنية إلى الفهم والاتفاق حول كيفية حل المشكلات وتحقيق الأهداف التنظيمية.

This variable can range from complete agreement and certainty to complete disagreement and uncertainty about cause-effect relationships leading to problem solution.

يمكن أن يتراوح هذا المتغير بين الاتفاق الكامل واليقين إلى الخلاف الكامل وعدم اليقين بشأن علاقات السبب والنتيجة التي تؤدي إلى حل المشكلة.

EXHIBIT 13.8 Contingency Framework for Using Decision Models



إطار اتخاذ القرار وفقاً للظروف باستخدام النماذج

هذا الشكل يوضح الإطار الطارئ لاستخدام نماذج اتخاذ القرار بناءً على بعدين رئيسيين

1. **Problem Consensus (توافق الآراء حول المشكلة):**
 - **Certain (واضح):** عندما يكون هناك إجماع حول المشكلة والأهداف.
 - **Uncertain (غير واضح):** عندما يكون هناك خلاف حول المشكلة أو الأولويات.
2. **Solution Knowledge (المعرفة بالحلول):**
 - **Certain (واضحة):** عندما تكون المعرفة التقنية حول الحلول والعلاقات بين السبب والنتيجة معروفة.
 - **Uncertain (غير واضحة):** عندما تكون الحلول غير محددة أو غير مفهومة.

1. Cell 1: (Certain Problem Consensus, Certain Solution Knowledge)

- **Individual (الفرد):** Rational Approach, Computation (النهج العقلاني، الحساب).
 ○ يستخدم الفرد نهجاً منطقيًا وحسابيًا لاتخاذ القرار.
- **Organization (المنظمة):** Management Science (علم الإدارة).

- تعتمد المنظمة على أساليب علمية لتحليل البدائل واختيار الأفضل.
 - **الخصائص:**
 - توافق كامل حول المشكلة والحل.
 - القرارات واضحة ويمكن التعامل معها باستخدام التحليل العقلاني.
-

2. Cell 2: (Uncertain Problem Consensus, Certain Solution Knowledge)

- **Individual (الفرد):** Bargaining, Coalition Formation (المساومة، تكوين التحالفات).
 - يعتمد الفرد على التفاوض وبناء التحالفات للتوصل إلى توافق.
 - **Organization (المنظمة):** Carnegie Model (نموذج كارنيجي).
 - يركز على المناقشة والمساومة لتحديد المشكلات وحلها.
 - **الخصائص:**
 - عدم توافق حول المشكلة أو الأولويات.
 - المعرفة التقنية واضحة، لكن تحتاج إلى توحيد الآراء عبر المفاوضات.
-

3. Cell 3: (Certain Problem Consensus, Uncertain Solution Knowledge)

- **Individual (الفرد):** Judgement, Trial and Error (الحكم الشخصي، التجربة والخطأ).
 - يعتمد الفرد على الحدس والخبرة للوصول إلى الحل.
 - **Organization (المنظمة):** Incremental Decision Process Model (نموذج العملية التدريجية لاتخاذ القرار).
 - تعتمد المنظمة على سلسلة من الخطوات الصغيرة لتطوير الحلول.
 - **الخصائص:**
 - المشكلة واضحة، لكن الحلول غير معروفة وتتطلب تطويرًا تدريجيًا.
-

4. Cell 4: (Uncertain Problem Consensus, Uncertain Solution Knowledge)

- **Individual (الفرد):** Bargaining, Judgement, Inspiration and Imitation (المساومة، الحكم، الإلهام، التقليد).
 - يعتمد الفرد على الإلهام والمفاوضات لمواجهة عدم اليقين.
 - **Organization (المنظمة):** Learning Organization, Evolving to Garbage Can Model (المنظمة المتعلمة، التطور إلى نموذج سلة المهملات).
 - تعتمد المنظمة على التعلم التدريجي لمواءمة المشكلات والحلول.
 - **الخصائص:**
 - عدم توافق حول المشكلة والحلول.
 - البيئة معقدة وغير واضحة، مما يتطلب التجربة والتعلم المستمر.
-

أهم المصطلحات الإنجليزية:

- **Problem Consensus:** توافق الآراء حول المشكلة.
- **Solution Knowledge:** المعرفة بالحلول.
- **Rational Approach:** النهج العقلاني.
- **Management Science:** علم الإدارة.
- **Bargaining:** المساومة.
- **Coalition Formation:** بناء التحالفات.
- **Incremental Decision Process Model:** نموذج العملية التدريجية لاتخاذ القرار.
- **Learning Organization:** المنظمة المتعلمة.
- **Garbage Can Model:** نموذج سلة المهملات.

EXHIBIT 13.9 Summary of decision-making models

Approach	Individual or Organizational	Prescriptive or descriptive
Rational	Individual	Prescriptive
Bounded rationality	Individual	Descriptive
Management Science	Organizational	Prescriptive
Carnegie	Mainly organizational	Descriptive
Incremental	Organizational	Descriptive
Combining Carnegie and incremental	Organizational	Descriptive
Garbage can	Organizational	Descriptive
Contingency	Individual	Prescriptive

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Special Decision Circumstances

ظروف اتخاذ القرار الخاصة

In a highly competitive world beset by global competition and rapid change, decision-making seldom fits the traditional rational, analytical model.

في عالم شديد التنافسية تعصف به المنافسة العالمية والتغير السريع، نادرًا ما يتماشى اتخاذ القرار مع النموذج العقلاني والتحليلي التقليدي.

Today's managers have to make high-stakes decisions more often and more quickly than ever before in an environment that is increasingly less predictable.

يتعين على المديرين اليوم اتخاذ قرارات ذات مخاطر عالية بشكل أكثر تكرارًا وسرعة من أي وقت مضى، وذلك في بيئة تتسم بتزايد عدم القدرة على التنبؤ.

High-Velocity Environments البيئات عالية السرعة

■ **Successful decision-makers tracked information in real time to develop a deep and intuitive grasp of the business.**

■ اتبع صانعو القرار الناجحون المعلومات في الوقت الفعلي لتطوير فهم عميق وحسني للأعمال.

■ **During a major decision, successful companies began immediately to build multiple alternatives.**

■ أثناء اتخاذ قرار رئيسي، بدأت الشركات الناجحة على الفور في بناء بدائل متعددة.

■ **Fast, successful decision-makers sought advice from everyone and depended heavily on one or two savvy, trusted colleagues as counsellors.**

■ طلب صانعو القرار السريعون والناجحون النصيحة من الجميع واعتمدوا بشكل كبير على زميل أو اثنين ذوي خبرة.. موثوقين كمستشارين.

■ **Fast companies involved everyone in the decision and tried for consensus; but if consensus did not emerge, the top manager made the choice and moved ahead.**

■ اشركت الشركات السريعة الجميع في القرار وحاولت تحقيق التوافق؛ ولكن إذا لم يتحقق التوافق، اتخذ المدير الأعلى القرار ومضى قدمًا.

■ **Fast, successful choices were well integrated with other decisions and the overall strategic direction of the company.**

■ كانت الخيارات السريعة والناجحة مدمجة جيدًا مع القرارات الأخرى ومع الاتجاه الاستراتيجي العام للشركة.

Escalating Commitment

تصعيد الالتزام

A much more dangerous mistake is to persist in a course of action when it is failing, a tendency referred to as escalating commitment.

خطأ أكثر خطورة هو الإصرار على مسار عمل معين عندما يكون فاشلاً، وهو ميل يُعرف بتصعيد الالتزام.

Research suggests that managers often continue to invest time and money in a solution despite strong evidence that it is not working.

تشير الأبحاث إلى أن المديرين غالباً ما يستمرون في استثمار الوقت والمال في حل ما رغم وجود أدلة قوية على أنه لا يعمل.

Two explanations are given for why managers escalate commitment to a failing decision.

يتم تقديم تفسيرين لسبب تصعيد المديرين التزامهم بقرار فاشل.

The first is that they block or distort negative information when they are personally responsible for a negative decision.

الأول هو أنهم يحجبون أو يشوهون المعلومات السلبية عندما يكونون مسؤولين شخصياً عن قرار سلبي.

In some cases, they continue to throw good money after bad even when a strategy seems incorrect and goals are not being met.

في بعض الحالات، يستمرون في إنفاق المال الجيد على مشروع سيئ حتى عندما تبدو الاستراتيجية غير صحيحة والأهداف غير محققة.

A second explanation for escalating commitment to a failing decision is that consistency and persistence are valued in contemporary society.

التفسير الثاني لتصعيد الالتزام بقرار فاشل هو أن الثبات والإصرار يُقدران في المجتمع المعاصر.

CASE FOR ANALYSIS 13.1

Policy Models, Rationality, Deliberative Approaches, and Co-production in Government Decision-making

Governments globally are concerned about the ways in which public policy decisions are taken and are often placed in a dilemma between making the best use of public funds through rational decision-making and the need to maintain the popular support of the public through consensus-seeking decision-making.

نماذج السياسات والعقلانية والأساليب التشاورية والإنتاج المشترك في اتخاذ القرارات الحكومية تخلق الحكومات عالمياً بشأن الطرق التي يتم بها اتخاذ قرارات السياسات العامة، وغالباً ما تواجه معضلة بين تحقيق أفضل استخدام للأموال العامة من خلال اتخاذ قرارات عقلانية والحفاظ على دعم الجمهور الشعبي من خلال اتخاذ قرارات قائمة على التوافق.

Policy models help to promote a better understanding of the nature of policy. If policymakers pursued and were capable of **complete rationality**, they would produce **"perfect" policies**. However, most policymakers are not capable of complete rationality, and many **have developed more incremental approaches to policy-making**.

تساعد نماذج السياسات في تعزيز فهم أفضل لطبيعة السياسة. إذا اتبع صناع السياسات العقلانية الكاملة وكانوا قادرين عليها، لكانوا قد قدموا سياسات "مثالية". ومع ذلك، فإن معظم صناع السياسات غير قادرين على تحقيق العقلانية الكاملة، وقد طور الكثير منهم نهجاً تدريجياً أكثر في صنع السياسات.

A useful approach to policy models is to divide them into three types:

1. **Ideal Type:** This does not exist in real life, but can help understanding and explanation by exploring underlying ideas or concepts (such as "rationality").
2. **Descriptive Model:** This relates to a real-life situation, and its purposes are those of description, exploration, and understanding.
3. **Prescriptive Model:** This relates to what is desirable. It is concerned with what ought to be rather than with what is.

نهج مفيد لنماذج السياسات هو تقسيمها إلى ثلاثة أنواع:

1. لا يوجد هذا النوع في الحياة الواقعية ولكنه يساعد في الفهم والتفسير من خلال استكشاف الأفكار أو المفاهيم: النوع المثالي الأساسية (مثل "العقلانية").
2. يرتبط بموقف حقيقي، وأغراضه هي الوصف والاستكشاف والفهم: النموذج الوصفي.
3. يتعلق بما هو مرغوب، حيث يركز على ما يجب أن يكون عليه الوضع بدلاً مما هو عليه بالفعل: النموذج التوجيهي.

Most policy theorists employ models that emphasize the process of policymaking and its cyclical nature over time. Some models are prescriptive, and some are descriptive. Certain

theorists use a "mixed model" combining both descriptive and prescriptive elements. يستخدم معظم منظري السياسات نماذج تركز على عملية صنع السياسات وطبيعتها الدورية مع مرور الوقت. بعض النماذج توجيهية، وبعضها الآخر وصفي. يستخدم بعض المنظرين نموذجًا "مختلطًا" يجمع بين العناصر الوصفية والتوجيهية.

Simon's approach is to consider **rationality as a prescriptive idea** but then to argue that more policymakers should move **towards the rational policy model**. **Lindblom** believes that **incrementalism is the way policy is formulated**, and argues that it should remain so. منهج سيمون هو اعتبار العقلانية فكرة توجيهية، لكنه يجادل بأن صنع السياسات أن يتجهوا أكثر نحو نموذج السياسات العقلانية. بينما يعتقد ليندبلوم أن التدرجية هي الطريقة التي تُصاغ بها السياسات، ويجادل بأنها يجب أن تبقى كذلك.

The value of public policy models is that they are based on studies of decision-making in a public services context, unlike many of the contemporary "business-like" management decision-making techniques. Government decision-takers try to combine the best of public policy analysis with business-like approaches contextualized for the public sector. تكمن قيمة نماذج السياسات العامة في أنها تستند إلى دراسات حول صنع القرار في سياق الخدمات العامة، على عكس العديد من تقنيات اتخاذ القرار الإدارية ذات الطابع "العملي" الحديث. يحاول صنع القرار في الحكومة الجمع بين أفضل التحليلات الخاصة بالسياسات العامة والأساليب العملية التي تُكيّف لقطاع الخدمات العامة.

The concept of evidence-based policy and decision is now a standard of best practice in Government. Increased public scrutiny and accountability have created a heightened awareness of the need for politicians and decision-makers to have a range of evidence to support policy development and decision-making in the public sector. يُعتبر مفهوم السياسات والقرارات المستندة إلى الأدلة الآن معيارًا لأفضل الممارسات في الحكومات. لقد أدى تزايد التدقيق العام والمساءلة إلى زيادة الوعي بضرورة أن يمتلك السياسيون وصناع القرار مجموعة من الأدلة لدعم تطوير السياسات واتخاذ القرارات في القطاع العام.

Deliberative methods are commonly described as a hybrid between consultation and research. They aim to involve stakeholders in decision-making in a meaningful way by providing an opportunity for participants to find out more about an issue, consider relevant evidence, and discuss this evidence with other participants before presenting their views. توصف الأساليب التشاورية عادةً بأنها مزيج بين الاستشارة والبحث. تهدف إلى إشراك أصحاب المصلحة في عملية صنع القرار بطريقة ذات مغزى، من خلال توفير فرصة للمشاركين لمعرفة المزيد عن قضية ما، والنظر في الأدلة ذات الصلة، ومناقشتها مع المشاركين الآخرين قبل عرض آرائهم.

Involvement in deliberative methods has been seen as potentially more satisfying and beneficial for participants. In addition, there is an increasing interest in openness,

accountability, stakeholder involvement, and co-ownership of governmental decisions. يُعتبر الانخراط في الأساليب التشاورية أكثر إرضاءً وفائدة للمشاركين. بالإضافة إلى ذلك، هناك اهتمام متزايد بالافتتاح والمساءلة وإشراك أصحاب المصلحة والمشاركة في اتخاذ القرارات الحكومية.

Common methods include Citizens' Juries or Panels where jurors or panelists hear from a variety of experts and cross-examine them about the topic and present their findings as a report and/or an oral presentation at the end of the event.

تشمل الأساليب الشائعة لجان أو هيئات المواطنين، حيث يستمع المحلفون أو أعضاء الهيئة إلى مجموعة متنوعة من الخبراء ويستجوبونهم حول الموضوع ويقدمون نتائجهم في تقرير و/أو عرض شفهي في نهاية الحدث.

Consensus Conferences also facilitate discussion between the public and experts and usually last for several days. The media play a key part in this decision-making process and are invited to attend the event.

مؤتمرات التوافق تُسهل أيضًا النقاش بين الجمهور والخبراء، وعادةً ما تستمر لعدة أيام. تلعب وسائل الإعلام دورًا رئيسيًا في هذه العملية لاتخاذ القرار وتتم دعوتها لحضور الحدث.

Deliberative Workshops are similar to focus groups, although there is more time devoted to the deliberation of the decision.

ورش العمل التشاورية تشبه مجموعات التركيز، على الرغم من أن هناك وقتًا أطول مخصصًا للمداولات حول القرار.

Another approach is Deliberative Polling, which is a quantitative assessment of people's opinions before the deliberation. Participants are then provided with in-depth information on the subject matter, participate in discussions, and have the opportunity to ask questions. After deliberation, participants' opinions are measured once again, and any differences between the two are highlighted.

وهناك أسلوب آخر يُعرف باسم الاستطلاع التشاوري، وهو تقييم كمي لآراء الناس قبل المداولة. يتم تزويد المشاركين بمعلومات معمقة عن الموضوع، يشاركون في النقاشات، وتتاح لهم الفرصة لطرح الأسئلة. بعد المداولات، تُقاس آراء المشاركين مرة أخرى، ويتم تسليط الضوء على أي اختلافات بين النتائج قبل وبعد النقاش.

Deliberative Mapping combines quantitative and qualitative methods to assess how participants rate different policy options against a set of defined criteria.

يُجمع رسم الخرائط التشاوري بين الأساليب الكمية والنوعية لتقييم كيفية تصنيف المشاركين للخيارات السياسية المختلفة وفقًا لمجموعة من المعايير المحددة.

The emphasis of the process is not on integrating expert and public voices but on understanding the different perspectives each offers to a policy process.

يركز هذا الأسلوب على فهم المنظورات المختلفة التي يقدمها كل من الخبراء والجمهور للعملية السياسية بدلاً من دمج أصواتهم.

Co-production is a relationship where professionals and citizens share power to design, plan, and deliver support together, recognizing that both partners have vital contributions to make in order to improve the quality of life for people and communities.

الإنتاج المشترك هو علاقة يتقاسم فيها المهنيون والمواطنون السلطة لتصميم وتخطيط وتقديم الدعم معاً، مع الاعتراف بأن كلا الشريكين لهما مساهمات أساسية لتحسين جودة الحياة للأفراد والمجتمعات.

Genuine co-production is not involvement, consultation, and engagement – it goes further than seeking people’s advice or asking their opinion and then reverting back to the state to deliver.

الإنتاج المشترك الحقيقي ليس مجرد مشاركة أو استشارة أو تفاعل – بل يتجاوز ذلك إلى أبعد من طلب النصيحة من الناس أو معرفة آرائهم ثم العودة للدولة لتنفيذ ما تم اقتراحه.

Co-production relates to the generation of human and social capital and to strengthening the ‘core economy,’ and sees these aims as the central roles of all public services.

يرتبط الإنتاج المشترك بتوليد رأس المال البشري والاجتماعي وتعزيز "الاقتصاد الأساسي"، ويرى أن هذه الأهداف هي الأدوار المركزية لجميع الخدمات العامة.

It therefore has potentially transformative implications for the way public services are delivered and how the public sector thinks about power, resources, responsibility, accountability, and outcomes.

ولهذا، قد يكون له تأثيرات تحويلية على كيفية تقديم الخدمات العامة وكيفية تفكير القطاع العام في السلطة والموارد والمسؤولية والمساءلة والنتائج.

Questions

1. Is governmental decision-making programmed or non-programmed? Explain your answer.

هل اتخاذ القرارات الحكومية مبرمج أم غير مبرمج؟ اشرح إجابتك.

Answer:

Governmental decision-making can be both programmed and non-programmed, depending on the context.

إجابة:

يمكن أن يكون اتخاذ القرارات الحكومية مبرمجًا أو غير مبرمج، بناءً على السياق.

Programmed decisions are those that follow established guidelines, policies, or procedures for routine and recurring problems.

القرارات المبرمجة هي تلك التي تتبع إرشادات أو سياسات أو إجراءات محددة للمشاكل الروتينية والمتكررة.

Non-programmed decisions, on the other hand, deal with unique, complex, and unstructured problems that require creative problem-solving and innovation.

أما القرارات غير المبرمجة فتتعامل مع المشاكل الفريدة والمعقدة وغير المنظمة التي تتطلب حلولاً إبداعية ومبتكرة.

Government decision-making often involves a combination of these approaches, as routine decisions may follow a programmed approach while strategic or crisis-related decisions require non-programmed processes.

غالبًا ما يتضمن صنع القرار الحكومي مزيجًا من النهجين، حيث تتبع القرارات الروتينية نهجًا مبرمجًا، بينما تحتاج القرارات الاستراتيجية أو المتعلقة بالأزمات إلى عمليات غير مبرمجة.

2. What would be the disadvantages of pure rationality in government decision-making?

ما هي عيوب العقلانية الصرفة في اتخاذ القرارات الحكومية؟

Answer:

Pure rationality in government decision-making, while ideal, has several disadvantages:

إجابة:

العقلانية الصرفة في اتخاذ القرارات الحكومية، رغم كونها مثالية، لها عدة عيوب:

- 1. Time and Resource Constraints:** Rational decision-making requires significant time and resources to gather all necessary information and evaluate all possible options, which may not always be feasible in urgent situations.
تتطلب العقلانية الكثير من الوقت والموارد لجمع جميع المعلومات اللازمة وتقييم جميع: قيود الوقت والموارد الخيارات الممكنة، وهو ما قد لا يكون ممكنًا في الحالات العاجلة.
 - 2. Information Overload:** Policymakers might face an overwhelming amount of data, making it challenging to analyze everything effectively.
قد يواجه صناع القرار كميات هائلة من البيانات، مما يجعل من الصعب تحليل كل شيء بفعالية: فرط المعلومات.
 - 3. Dynamic Environments:** Government decisions often occur in rapidly changing environments where new information can render previously rational decisions obsolete.
غالبًا ما تُتخذ القرارات الحكومية في بيئات سريعة التغير، حيث يمكن أن تجعل المعلومات: البيانات الديناميكية الجديدة القرارات العقلانية السابقة غير ملائمة.
 - 4. Lack of Public Acceptance:** Decisions made purely on rational grounds may not always align with public opinions or values, leading to resistance or dissatisfaction.
القرارات التي تُتخذ بناءً على أسس عقلانية بحتة قد لا تتماشى دائمًا مع آراء الجمهور أو قيمه،: نقص القبول العام مما يؤدي إلى مقاومة أو عدم رضا.
-

3. What are the advantages and disadvantages of public involvement in governmental decision-making?

3. ما هي مزايا وعيوب مشاركة الجمهور في اتخاذ القرارات الحكومية؟

Answer:

Advantages:

إجابة: المزايا

1. **Enhanced Legitimacy:** Public involvement ensures decisions have broader support and legitimacy.
تضمن مشاركة الجمهور أن تكون القرارات مدعومة على نطاق واسع ومشروعة: تعزيز الشرعية.
 2. **Diverse Perspectives:** Engaging citizens allows policymakers to consider a wider range of ideas and solutions.
يسمح إشراك المواطنين لصناع القرار بمراعاة مجموعة أوسع من الأفكار والحلول: وجهات نظر متنوعة.
 3. **Increased Accountability:** Public participation holds decision-makers accountable for their choices.
تضمن المشاركة العامة محاسبة صناع القرار على اختياراتهم: زيادة المساءلة.
 4. **Improved Trust:** It fosters trust between citizens and government through transparency.
تعزز الشفافية الثقة بين المواطنين والحكومة: تحسين الثقة.
-

Disadvantages:

العيوب:

1. **Time-Consuming:** Public involvement can slow down decision-making processes.
يمكن أن تبطئ مشاركة الجمهور عمليات اتخاذ القرار: استغراق الوقت.
2. **Risk of Conflict:** Differing opinions among participants can lead to disagreements or stalemates.
يمكن أن تؤدي الآراء المختلفة بين المشاركين إلى خلافات أو جمود: خطر النزاع.
3. **Costly Process:** Organizing participatory initiatives can require significant resources.
قد تتطلب مبادرات المشاركة موارد كبيرة: عملية مكلفة.
4. **Uninformed Opinions:** Participants may lack expertise or understanding of complex policy issues, which can skew outcomes.
قد يفتقر المشاركون إلى الخبرة أو الفهم للقضايا السياسية المعقدة، مما قد يؤثر على النتائج: آراء غير مستنيرة.

1. **What are the two stages of the rational approach in organizational decision-making?**

- A) Problem Identification and Problem Execution
- B) Problem Identification and Problem Solution
- C) Problem Definition and Problem Evaluation
- D) Problem Identification and Problem Diagnosis

Answer: B) Problem Identification and Problem Solution

2. **Which decision-making model emphasizes the flow of multiple decisions within organizations?**

- A) Carnegie Model
- B) Incremental Decision Process Model
- C) Garbage Can Model
- D) Rational Approach

Answer: C) Garbage Can Model

3. **What does the bounded rationality perspective suggest about decision-making?**

- A) Decisions are always made using perfect information.
- B) Decision-making is limited by time, resources, and cognitive capacity.
- C) Decision-making is primarily based on intuition and inspiration.
- D) Decisions are optimal and follow systematic procedures.

Answer: B) Decision-making is limited by time, resources, and cognitive capacity.

4. **What is the primary focus of the Carnegie Model in decision-making?**

- A) Achieving consensus on well-defined goals.
- B) Incremental changes to problem-solving techniques.
- C) Coalition-building among managers to solve ambiguous problems.
- D) Applying mathematical models to analyze decisions.

Answer: C) Coalition-building among managers to solve ambiguous problems.

5. **Which of the following is a key characteristic of non-programmed decisions?**

- A) They are repetitive and follow established procedures.
- B) They are novel, poorly defined, and lack clear solutions.
- C) They rely on management science techniques.
- D) They are implemented using programmed routines.

Answer: B) They are novel, poorly defined, and lack clear solutions.

6. **What is the first step in the problem identification phase of the rational approach?**

- A) Define the decision problem
- B) Monitor the decision environment
- C) Diagnose the problem
- D) Specify decision objectives

Answer: B) Monitor the decision environment

7. **Which phase in the incremental decision process model involves recognizing a problem?**

- A) Selection Phase
- B) Identification Phase
- C) Development Phase
- D) Solution Phase

Answer: B) Identification Phase

8. Which of the following is NOT a consequence of the Garbage Can Model?

- A) Problems may persist without being solved.
- B) Solutions are always aligned with organizational goals.
- C) Choices are made without solving problems.
- D) Solutions may be proposed even when problems do not exist.

Answer: B) Solutions are always aligned with organizational goals.

9. What approach combines both descriptive and prescriptive elements in policymaking?

- A) Rational Approach
- B) Mixed Model
- C) Incremental Decision Process Model
- D) Garbage Can Model

Answer: B) Mixed Model

10. What is the primary aim of deliberative methods in governmental decision-making?

- A) To reduce the number of stakeholders involved in the decision.
- B) To integrate expert and public voices for understanding perspectives.
- C) To create consensus through systematic analysis.
- D) To prioritize governmental authority in decision-making.

Answer: B) To integrate expert and public voices for understanding perspectives.

11. What is the key difference between programmed and non-programmed decisions?

- A) Programmed decisions deal with creativity, while non-programmed decisions are routine.
- B) Programmed decisions are well-defined and repetitive, while non-programmed decisions are novel and unstructured.
- C) Non-programmed decisions follow a set procedure, while programmed decisions require innovative approaches.
- D) Programmed decisions are strategic, while non-programmed decisions are operational.

Answer: B) Programmed decisions are well-defined and repetitive, while non-programmed decisions are novel and unstructured.

12. In the Carnegie Model, why is coalition-building critical during decision-making?

- A) It minimizes the need for external resources.
- B) It ensures alignment between ambiguous goals and varying priorities.
- C) It focuses on cost-effective decision-making.
- D) It eliminates conflict entirely.

Answer: B) It ensures alignment between ambiguous goals and varying priorities.

13. What is the primary limitation highlighted by the bounded rationality perspective?

- A) Lack of organizational consensus.
- B) Limited rationality due to complexity, time, and resources.
- C) Poor communication among decision-makers.
- D) Overreliance on intuition over systematic processes.

Answer: B) Limited rationality due to complexity, time, and resources.

14. Which step in the rational approach focuses on selecting the best solution?

- A) Develop Alternative Solutions

- B) Evaluate Alternatives
- C) Choose the Best Alternative
- D) Diagnose the Problem

Answer: C) Choose the Best Alternative

15. What is the key focus of deliberative polling in decision-making?

- A) Gathering expert opinions only.
- B) Combining quantitative pre- and post-discussion assessments of participants' opinions.
- C) Measuring public opinion after decisions are made.
- D) Creating solutions through direct public involvement.

Answer: B) Combining quantitative pre- and post-discussion assessments of participants' opinions.

16. What does the garbage can model primarily address?

- A) A systematic approach to decision-making.
- B) Structured problem-solving in stable environments.
- C) The chaotic flow of multiple decisions in organizations.
- D) Incremental decision-making processes.

Answer: C) The chaotic flow of multiple decisions in organizations.

17. What are the two primary factors influencing the choice of decision-making approaches in organizations?

- A) Resource availability and organizational culture
- B) Problem consensus and technical knowledge
- C) Decision-maker expertise and time constraints
- D) Organizational structure and size

Answer: B) Problem consensus and technical knowledge

18. According to the Carnegie Model, what leads managers to adopt satisficing behaviors?

- A) Pressure to achieve perfect solutions.
- B) A need to meet coalition demands quickly.
- C) Time constraints and bounded rationality.
- D) The absence of internal organizational constraints.

Answer: C) Time constraints and bounded rationality.

19. In the incremental decision process model, what is the primary focus of the development phase?

- A) Recognizing and defining a problem.
- B) Bargaining and coalition-building.
- C) Shaping and testing solutions to solve the identified problem.
- D) Selecting the best alternative for implementation.

Answer: C) Shaping and testing solutions to solve the identified problem.

20. Which of the following is a consequence of escalating commitment?

- A) Managers quickly abandon failing decisions.
- B) Decision-makers are encouraged to explore alternative strategies.
- C) Time and resources are continually invested in failing solutions.
- D) Organizations focus more on short-term solutions.

Answer: C) Time and resources are continually invested in failing solutions.

21. Which decision-making approach is most suitable when both problem consensus and solution knowledge are clear?

- A) Rational Approach
- B) Incremental Decision Process Model
- C) Garbage Can Model
- D) Carnegie Model

Answer: A) Rational Approach

22. What is the main role of evidence-based policy in governmental decision-making?

- A) Eliminating public participation in decision-making processes.
- B) Reducing accountability for decisions.
- C) Using data and evidence to inform policy development.
- D) Increasing the speed of decision-making processes.

Answer: C) Using data and evidence to inform policy development.

23. Why are deliberative methods considered beneficial in public decision-making?

- A) They completely replace traditional decision-making models.
- B) They combine consultation with research to include stakeholders.
- C) They eliminate uncertainty in public policy decisions.
- D) They prioritize governmental authority over public participation.

Answer: B) They combine consultation with research to include stakeholders.

24. What is the primary objective of the rational approach to decision-making?

- A) To rely on intuition for quick decisions.
- B) To use systematic procedures for optimal solutions.
- C) To reduce the role of managers in decision-making.
- D) To prioritize coalition-building over structured processes.

Answer: B) To use systematic procedures for optimal solutions.

25. According to the bounded rationality perspective, what limits managers' ability to make perfect decisions?

- A) Organizational hierarchy.
- B) Limited rationality due to constraints like time and resources.
- C) Excessive access to information.
- D) Over-reliance on external consultants.

Answer: B) Limited rationality due to constraints like time and resources.

26. Which phase in the incremental decision process model involves diagnosing the problem?

- A) Selection Phase
- B) Development Phase
- C) Identification Phase
- D) Solution Phase

Answer: C) Identification Phase

27. What characteristic distinguishes the Garbage Can Model from other decision-making models?

- A) Focus on systematic problem-solving.
- B) Emphasis on structured coalition-building.
- C) It deals with multiple decisions flowing chaotically in organizations.
- D) Reliance on incremental steps to address problems.

Answer: C) It deals with multiple decisions flowing chaotically in organizations.

28. Why is coalition-building essential in the Carnegie Model?

- A) It eliminates the need for technical knowledge.
- B) It resolves conflicts arising from ambiguous goals.
- C) It ensures decisions are based solely on intuition.
- D) It prioritizes short-term problem-solving.

Answer: B) It resolves conflicts arising from ambiguous goals.

29. What is the first step in the problem identification stage of the rational approach?

- A) Define the decision problem.
- B) Monitor the decision environment.
- C) Diagnose the problem.
- D) Specify decision objectives.

Answer: B) Monitor the decision environment.

30. Which type of decision-making is most likely to involve creative problem-solving?

- A) Programmed Decision-Making
- B) Non-Programmed Decision-Making
- C) Incremental Decision Process Model
- D) Rational Decision-Making

Answer: B) Non-Programmed Decision-Making

31. In which phase of the incremental decision process model are alternative solutions designed or searched for?

- A) Identification Phase
- B) Development Phase
- C) Selection Phase
- D) Recognition Phase

Answer: B) Development Phase

32. What is the ultimate goal of satisficing behavior in decision-making?

- A) To achieve the best possible solution.
- B) To find a solution that is "good enough."
- C) To delay decision-making until certainty is achieved.
- D) To ensure all stakeholders are fully satisfied.

Answer: B) To find a solution that is "good enough."

33. What does problemistic search refer to in decision-making?

- A) Searching for a solution using systematic, scientific methods.
- B) Conducting a comprehensive analysis of all potential solutions.
- C) Looking for a quick solution within the immediate environment.
- D) Focusing on long-term solutions for recurring problems.

Answer: C) Looking for a quick solution within the immediate environment.

34. What type of decisions are typical in high-velocity environments?

- A) Highly structured and systematic decisions.
- B) Rapid, high-stakes decisions with integrated alternatives.
- C) Decisions driven solely by public consensus.
- D) Incremental decisions focusing on short-term goals.

Answer: B) Rapid, high-stakes decisions with integrated alternatives.

35. What are the four streams of the Garbage Can Model?

- A) Problems, Potential Solutions, Participants, and Choice Opportunities.

- B) Problems, Participants, Solutions, and Technical Knowledge.
- C) Opportunities, Strategies, Participants, and Analysis.
- D) Goals, Solutions, Participants, and Rational Processes.

Answer: A) Problems, Potential Solutions, Participants, and Choice Opportunities.

36. Which model combines the structured sequence of activities with coalition-building during decision-making?

- A) Rational Model
- B) Incremental Decision Process Model
- C) Carnegie Model
- D) A combination of Carnegie and Incremental Models

Answer: D) A combination of Carnegie and Incremental Models

37. What does the term “escalating commitment” describe in decision-making?

- A) Moving forward quickly with a decision despite uncertainty.
- B) Persisting in a failing course of action despite evidence of failure.
- C) Revisiting previous decisions to improve outcomes.
- D) Increasing the scope of decision-making to include more stakeholders.

Answer: B) Persisting in a failing course of action despite evidence of failure.

38. Which approach is used in environments where solutions are unclear and there is little consensus on the problem?

- A) Rational Approach
- B) Incremental Decision Process Model
- C) Learning Organization Approach
- D) Management Science Approach

Answer: C) Learning Organization Approach

39. What type of knowledge is essential for technical decision-making in organizations?

- A) Intuitive knowledge.
- B) Rational knowledge.
- C) Technical knowledge about solutions.
- D) Emotional intelligence.

Answer: C) Technical knowledge about solutions.

40. What is the main characteristic of the incremental decision process model?

- A) Emphasis on coalition-building and bargaining.
- B) A structured sequence of activities from problem identification to solution.
- C) Systematic application of mathematical techniques.
- D) Reliance on intuition and quick judgments.

Answer: B) A structured sequence of activities from problem identification to solution.

41. Which of the following is NOT a consequence of the bounded rationality perspective?

- A) Time constraints limit decision-making.
- B) Managers rely on systematic analysis for all decisions.
- C) Managers often make decisions under uncertainty.
- D) Limited cognitive capacity affects the evaluation of alternatives.

Answer: B) Managers rely on systematic analysis for all decisions.

42. What does the Carnegie Model suggest about decision-making in organizations?

- A) It is based entirely on rational and systematic processes.
- B) It involves coalition-building due to ambiguous goals and constraints.

- C) It depends heavily on management science techniques.
- D) It eliminates conflict through structured processes.

Answer: B) It involves coalition-building due to ambiguous goals and constraints.

43. Which model is most suitable for addressing chaotic decision-making processes in organizations?

- A) Rational Approach
- B) Incremental Decision Process Model
- C) Garbage Can Model
- D) Management Science Approach

Answer: C) Garbage Can Model

44. What is the ultimate goal of the rational approach in decision-making?

- A) To achieve the best possible decision through systematic steps.
- B) To resolve conflict among stakeholders.
- C) To address problems in chaotic environments.
- D) To simplify decision-making using heuristics.

Answer: A) To achieve the best possible decision through systematic steps.

45. Which factor does NOT directly influence decision-making in the bounded rationality perspective?

- A) Time limitations.
- B) Availability of complete information.
- C) Limited cognitive processing capacity.
- D) Complexity of problems.

Answer: B) Availability of complete information.

46. Which phase of the incremental decision process model includes diagnosing the problem?

- A) Selection Phase
- B) Development Phase
- C) Identification Phase
- D) Implementation Phase

Answer: C) Identification Phase

47. What distinguishes programmed decisions from non-programmed decisions?

- A) Programmed decisions deal with novel problems.
- B) Non-programmed decisions follow established procedures.
- C) Programmed decisions are routine and repetitive.
- D) Non-programmed decisions are predictable.

Answer: C) Programmed decisions are routine and repetitive.

48. Which step in the rational approach involves defining the objectives of the decision?

- A) Develop Alternative Solutions
- B) Define the Decision Problem
- C) Specify Decision Objectives
- D) Evaluate Alternatives

Answer: C) Specify Decision Objectives

49. What is the role of problemistic search in decision-making?

- A) Conducting extensive research to identify root causes.
- B) Systematic evaluation of all possible alternatives.
- C) Finding a quick solution in the immediate environment.

- D) Prioritizing long-term over short-term solutions.

Answer: C) Finding a quick solution in the immediate environment.

50. Which decision-making approach combines evidence-based methods with public sector requirements?

- A) Rational Approach
- B) Evidence-Based Policymaking
- C) Deliberative Methods
- D) Incremental Decision Process Model

Answer: B) Evidence-Based Policymaking

51. What is the focus of deliberative workshops in public decision-making?

- A) Fast decision-making under high pressure.
- B) Comprehensive analysis by experts only.
- C) Meaningful stakeholder involvement and discussion.
- D) Avoiding conflict during decision-making processes.

Answer: C) Meaningful stakeholder involvement and discussion.

52. What happens in the selection phase of the incremental decision process model?

- A) Problems are identified and defined.
- B) A solution is shaped and developed.
- C) The final decision is evaluated and chosen.
- D) Stakeholders are engaged in coalition-building.

Answer: C) The final decision is evaluated and chosen.

53. What type of decision-making is most appropriate for unstructured problems with high uncertainty?

- A) Rational Approach
- B) Incremental Decision Process Model
- C) Garbage Can Model
- D) Management Science Approach

Answer: C) Garbage Can Model

54. Which characteristic is central to escalating commitment in decision-making?

- A) Re-evaluating all decisions objectively.
- B) Ignoring evidence of failure and persisting with a failing strategy.
- C) Avoiding high-stakes decisions.
- D) Relying on group consensus to prevent failure.

Answer: B) Ignoring evidence of failure and persisting with a failing strategy.

55. Which decision-making model emphasizes real-time tracking of information in fast-paced environments?

- A) Rational Approach
- B) High-Velocity Decision-Making
- C) Carnegie Model
- D) Incremental Decision Process Model

Answer: B) High-Velocity Decision-Making

1. **What is the significance of the example of the battleship trying to sink an enemy ship in management science?**
 - A) It shows the importance of using intuition in decision-making.
 - B) It illustrates the role of mathematical and statistical techniques in solving complex problems.
 - C) It emphasizes the importance of real-time decision-making in competitive environments.
 - D) It demonstrates the effectiveness of non-programmed decisions.

Answer: B) It illustrates the role of mathematical and statistical techniques in solving complex problems.
2. **What is the primary characteristic of co-production in decision-making?**
 - A) It focuses on consultation with external experts only.
 - B) It ensures decision-making power is shared between professionals and citizens.
 - C) It reduces the complexity of problems through technical analysis.
 - D) It eliminates public involvement to streamline decision-making.

Answer: B) It ensures decision-making power is shared between professionals and citizens.
3. **Which of the following is a primary goal of evidence-based policymaking?**
 - A) Reducing the role of the public in decision-making.
 - B) Using data and research to support policy development and decisions.
 - C) Eliminating uncertainty from decision-making processes.
 - D) Increasing reliance on intuition over systematic methods.

Answer: B) Using data and research to support policy development and decisions.
4. **What do “problematic preferences” mean in the Garbage Can Model?**
 - A) Clear goals and well-defined solutions.
 - B) Undefined goals, ambiguous problems, and uncertain solutions.
 - C) Strong consensus among decision-makers.
 - D) Overreliance on external data for solutions.

Answer: B) Undefined goals, ambiguous problems, and uncertain solutions.
5. **Why is incrementalism considered a practical approach in policymaking?**
 - A) It allows policymakers to address problems comprehensively in one step.
 - B) It focuses on small, manageable changes that adapt to evolving situations.
 - C) It eliminates ambiguity in organizational goals.
 - D) It relies on perfect rationality for decision-making.

Answer: B) It focuses on small, manageable changes that adapt to evolving situations.
6. **In the context of decision-making, what is a key limitation of personal constraints?**
 - A) Lack of access to external consultants.
 - B) Decisions based on emotional needs rather than rational analysis.
 - C) Excessive focus on long-term solutions.
 - D) Over-reliance on group consensus.

Answer: B) Decisions based on emotional needs rather than rational analysis.
7. **What is the role of consensus conferences in deliberative decision-making?**
 - A) To replace expert opinions with public opinions entirely.
 - B) To facilitate dialogue between the public and experts over several days.
 - C) To eliminate ambiguity in technical decision-making.
 - D) To prioritize speed over stakeholder involvement.

Answer: B) To facilitate dialogue between the public and experts over several days.

8. **What does the mixed model in policymaking combine?**

- A) Mathematical analysis and coalition-building.
- B) Descriptive and prescriptive elements.
- C) Technical knowledge and personal intuition.
- D) Incrementalism and management science.

Answer: B) Descriptive and prescriptive elements.

9. **What is the “core economy” in the context of co-production?**

- A) The financial resources allocated for public services.
- B) The social and human capital generated through public collaboration.
- C) The central decision-making unit in the government.
- D) The primary economic activities of private organizations.

Answer: B) The social and human capital generated through public collaboration.

10. **How does deliberative mapping differ from traditional decision-making approaches?**

- A) It uses only qualitative data to evaluate policy options.
- B) It integrates public and expert perspectives equally.
- C) It ranks policy options against defined criteria using both qualitative and quantitative methods.
- D) It eliminates the need for technical knowledge in decision-making.

Answer: C) It ranks policy options against defined criteria using both qualitative and quantitative methods.

11. **What are the three types of policy models discussed in the text?**

- A) Rational, Non-Rational, Incremental
- B) Ideal, Descriptive, Prescriptive
- C) Technical, Organizational, Political
- D) Incremental, Coalition-Based, Evidence-Based

Answer: B) Ideal, Descriptive, Prescriptive

12. **What is the primary risk associated with escalating commitment in organizational decision-making?**

- A) Increased reliance on external consultants.
- B) Allocating additional resources to failing strategies.
- C) Shifting focus from long-term to short-term goals.
- D) Reducing stakeholder involvement in key decisions.

Answer: B) Allocating additional resources to failing strategies.

13. **Which decision-making approach is most suitable for environments with high complexity and uncertainty?**

- A) Rational Approach
- B) Incremental Decision Process Model
- C) Garbage Can Model
- D) Management Science Approach

Answer: C) Garbage Can Model

14. **What is a primary advantage of deliberative polling in public decision-making?**

- A) It eliminates public involvement in decision-making.
- B) It provides quantitative insights before and after discussions.
- C) It prioritizes rapid decision-making over consultation.

- D) It focuses exclusively on expert opinions.

Answer: B) It provides quantitative insights before and after discussions.

15. What is the significance of turnover in the Garbage Can Model?

- A) It stabilizes the decision-making process by ensuring continuity.
- B) It creates fluid and dynamic participation in decision opportunities.
- C) It eliminates uncertainty by relying on experienced employees.
- D) It ensures decisions are aligned with long-term goals.

Answer: B) It creates fluid and dynamic participation in decision opportunities.

CH 14

Sources of Conflict

مصادر الصراع

These sources of intergroup conflict include goal incompatibility, differentiation, task interdependence, and limited resources.

تشمل مصادر الصراع بين المجموعات عدم توافق الأهداف، التمايز، الاعتماد المتبادل في المهام، والموارد المحدودة.

Goal Incompatibility

عدم توافق الأهداف

Goal incompatibility is probably the greatest cause of intergroup conflict in organizations.

عدم توافق الأهداف هو على الأرجح السبب الأكبر للصراع بين المجموعات داخل المنظمات.

Limited Resources

الموارد المحدودة

In their desire to achieve goals or expand empires, groups want to increase their resources.

This throws them into conflict.

في سعيهم لتحقيق الأهداف أو توسيع نفوذهم، تسعى المجموعات إلى زيادة مواردها، مما يؤدي إلى وقوع صراعات.

Rational versus Political Model

النموذج العقلاني مقابل النموذج السياسي

Characteristics of Rational Model

- **Goals:** Consistent across participants.
- **Power and Control:** Centralized.
- **Decision Process:** Orderly, logical, rational.
- **Rules and Norms:** Norm of efficiency.
- **Information:** Extensive, systematic, accurate.

خصائص النموذج العقلاني

- متسقة بين المشاركين: الأهداف
- مركزية: القوة والسيطرة
- منظمة، منطقية، عقلانية: عملية اتخاذ القرار
- تعتمد على الكفاءة: القواعد والمعايير
- شاملة، منهجية، دقيقة: المعلومات

Characteristics of Political Model

- **Goals:** Inconsistent, pluralistic within the organization.
- **Power and Control:** Decentralized, shifting coalitions and interest groups.
- **Decision Process:** Disorderly, result of bargaining and interplay among interests.
- **Rules and Norms:** Free play of market forces; conflict is legitimate and expected.
- **Information:** Ambiguous; information used and withheld strategically.

خصائص النموذج السياسي

- غير متسقة، وتعددية داخل المنظمة: الأهداف
- لا مركزية، وتحالفات متغيرة ومجموعات مصالح: القوة والسيطرة
- غير منظمة، ناتجة عن المساومة وتفاعل المصالح: عملية اتخاذ القرار
- تعتمد على قوى السوق؛ الصراع مشروع ومتوقع: القواعد والمعايير
- غامضة؛ تُستخدم وتُحجب المعلومات استراتيجياً: المعلومات

EXHIBIT 14.2 Sources of Conflict and Use of Rational versus Political Model

Sources of Potential Intergroup Conflict			
	Rational Model		Political Model
<ul style="list-style-type: none"> • Goal incompatibility • Differentiation • Task interdependence • Limited resources 	Consistent across participants	Goals	Inconsistent, pluralistic within the organization
	Centralized	Power and control	Decentralized, shifting coalitions and interest groups
	Orderly, logical, rational	Decision process	Disorderly, result of bargaining and interplay among interests
	Norm of efficiency	Rules and norms	Free play of market forces; conflict is legitimate and expected
	Extensive, systematic, accurate	Information	Ambiguous; information used and withheld strategically

Power and Organizations

السلطة والمنظمات

Power is an intangible force in organizations. It cannot be seen, but its effect can be felt.
السلطة قوة غير ملموسة في المنظمات. لا يمكن رؤيتها، ولكن يمكن الشعور بتأثيرها.

Power is often defined as the potential ability of one person (or department) to influence other people (or departments) to carry out orders or to do something they would not otherwise have done.

غالبًا ما تُعرّف السلطة على أنها القدرة المحتملة لشخص واحد (أو قسم) للتأثير على أشخاص آخرين (أو أقسام) لتنفيذ الأوامر أو القيام بشيء لم يكونوا ليفعلوه بخلاف ذلك.

Individual versus Organizational Power

السلطة الفردية مقابل السلطة التنظيمية

An earlier management or organizational behavior course that managers have five sources of personal power.

في الإدارة أو السلوك التنظيمي أن المديرين لديهم خمسة مصادر للسلطة الشخصية

Five Sources of Personal Power:

1. Legitimate Power:

- The authority granted by the organization to the formal management position a manager holds.

السلطة الشرعية:

هي السلطة التي تمنحها المنظمة للمنصب الإداري الرسمي الذي يشغله المدير.

2. Reward Power:

- Stems from the ability to bestow rewards – a promotion, raise, or recognition – to other people.

سلطة المكافأة:

تنشأ من القدرة على منح المكافآت – مثل الترقية أو زيادة الراتب أو التقدير – للآخرين.

3. Coercive Power:

- The authority to punish or recommend punishment.

سلطة العقاب:

هي السلطة لمعاقبة الآخرين أو التوصية بمعاقبتهم.

4. Expert Power:

- Derives from a person's greater skill or knowledge about the tasks being performed.

سلطة الخبرة:

تنشأ من مهارة الشخص أو معرفته الأكبر بالمهام التي يتم أداؤها.

5. Referent Power:

- Derived from personal characteristics; people admire the manager and want to identify with them.

سلطة المرجعية:

تتبع من الصفات الشخصية؛ حيث يعجب الناس بالمدير ويرغبون في أن يكونوا مثله.

Power versus Authority

السلطة مقابل الصلاحية

Definition of Authority:

Authority is related to power but is narrower in scope.

الصلاحية ترتبط بالسلطة لكنها أضيق نطاقاً.

Three Properties of Authority:

1. Authority is vested in organizational positions:

- People have authority because of their positions, not their personal characteristics or resources.

تُمنح الصلاحية للمناصب التنظيمية:

يمتلك الأشخاص الصلاحية بسبب مناصبهم، وليس بسبب خصائصهم الشخصية أو مواردهم.

2. Authority is accepted by subordinates:

- Subordinates comply because they believe position holders have a legitimate right to exercise power.

الصلاحية مقبولة من المرؤوسين:

يمتثل المرؤوسون لأنهم يعتقدون أن أصحاب المناصب لديهم الحق الشرعي في ممارسة السلطة.

3. Authority flows down the vertical hierarchy:

- Authority exists along the formal chain of command, with higher positions holding more authority.

الصلاحية تتدفق عبر التسلسل الهرمي الرأسي:

توجد الصلاحية على طول سلسلة القيادة الرسمية، حيث تتمتع المناصب العليا بقدر أكبر من الصلاحية.

Vertical Sources of Power

مصادر السلطة الرأسية

All employees along the vertical hierarchy have access to some sources of power. There are four major sources of vertical power: formal position, resources, control of decision premises, and information and network centrality.

يتمتع جميع الموظفين على طول التسلسل الهرمي الرأسي بإمكانية الوصول إلى بعض مصادر السلطة. هناك أربعة

مصادر رئيسية للسلطة الرأسية: المنصب الرسمي، الموارد، التحكم في أسس القرارات، والمعلومات والمركزية في الشبكات.

1. Formal Position

Certain rights, responsibilities, and prerogatives accrue to top positions.
تُمنح حقوق ومسؤوليات وامتيازات معينة للمناصب العليا.

- People throughout the organization accept the legitimate right of top managers to set goals, make decisions, and direct activities.
يقبل جميع العاملين في المنظمة الحق الشرعي للمديرين التنفيذيين في تحديد الأهداف، واتخاذ القرارات، وتوجيه الأنشطة.
- Formal position power is sometimes referred to as "legitimate power."
"يُشار إلى سلطة المنصب الرسمي أحيانًا باسم "السلطة الشرعية"

Resources in Organizations

الموارد في المنظمات

- Resource allocation creates dependency relationships, as lower-level participants rely on top managers for financial and physical resources needed to perform their tasks.
يخلق تخصيص الموارد علاقات اعتماد، حيث يعتمد الموظفون في المستويات الأدنى على المديرين التنفيذيين للحصول على الموارد المالية والمادية اللازمة لأداء مهامهم.

Resources as Power Tools

1. **Control of Resources:**
 - Top managers can use resources as rewards (e.g., salaries, bonuses, promotions) or punishments.
السيطرة على الموارد:
يمكن للمديرين التنفيذيين استخدام الموارد كمكافآت (مثل الرواتب، والمكافآت، والترقيات) أو كعقوبات.
2. **Dependency Relationship:**
 - Resources create dependency; lower-level participants must comply with top managers' desired outcomes to secure resources.
علاقة الاعتماد:
تخلق الموارد علاقة اعتماد؛ حيث يجب على الموظفين الامتثال لتحقيق النتائج المطلوبة للحصول على الموارد.

Control of Decision Premises

Definition:

Control of decision premises means that top managers set constraints or guidelines for decision-making at lower levels.

يشير التحكم في أسس القرارات إلى أن المديرين التنفيذيين يضعون قيودًا أو إرشادات لصنع القرار على المستويات الأدنى.

- Top managers make major decisions, such as setting organizational goals (e.g., increasing market share).
يتخذ المديرون التنفيذيون القرارات الرئيسية، مثل تحديد الأهداف التنظيمية (مثل زيادة الحصة السوقية).
- Lower-level participants make smaller decisions, focusing on how to achieve those goals.
يتخذ المشاركون في المستويات الأدنى قرارات أصغر تركز على كيفية تحقيق تلك الأهداف.

Control of Information

Definition:

Control of information is a source of power, as managers determine what information is collected, how it is interpreted, and how it is shared.

يُعتبر التحكم في المعلومات مصدرًا للسلطة، حيث يحدد المديرون المعلومات التي يتم جمعها، وكيفية تفسيرها، وكيفية مشاركتها.

- Information is a primary business resource in today's organizations.
المعلومات هي مورد أساسي في الأعمال التجارية اليوم.

Information Control in Practice:

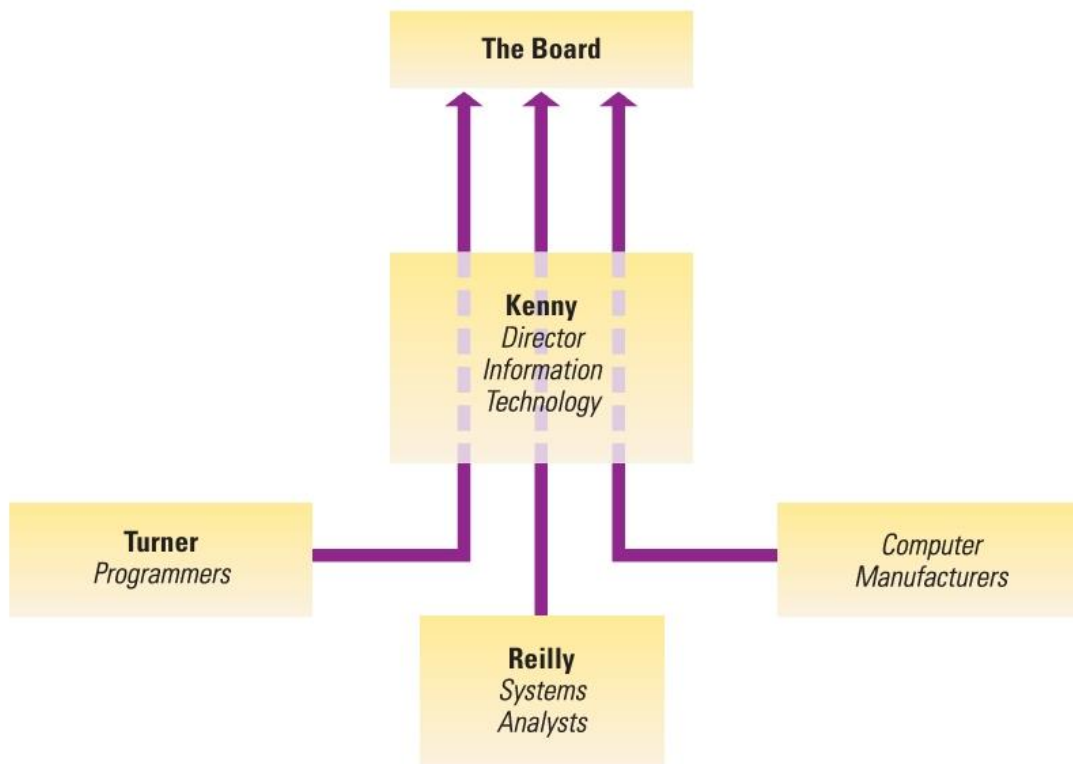
1. Selective Information Sharing:

- Managers may control the flow of information to shape how decisions are made.
قد يتحكم المديرون في تدفق المعلومات لتشكيل كيفية اتخاذ القرارات.

2. Information Sharing in Learning Organizations:

- In modern learning organizations, information is broadly and openly shared.
في المنظمات الحديثة القائمة على التعلم، تُشارك المعلومات بشكل واسع ومنفتح.
- This increases the power of employees at all levels, empowering them to make informed decisions.
يزيد هذا من سلطة الموظفين في جميع المستويات، مما يمكنهم من اتخاذ قرارات مستنيرة.

EXHIBIT 14.3 Information Flow for Computer Decision at Clark Ltd.



Source: Andrew M. Pettigrew, *The Politics of Organizational Decision-Making* (London: Tavistock, 1973), 235.

Information Flow for Computer Decision at Clark Ltd.

Clark Ltd. تدفق المعلومات لاتخاذ قرار حاسوبي في شركة

The Board (Top-Level Decision-Makers)

- **Position:** The ultimate authority responsible for approving significant decisions, such as investing in computer technology.
- **Role in Information Flow:** Receives consolidated and strategic recommendations from Kenny, the Director of Information Technology.

مجلس الإدارة (صانعو القرار على أعلى مستوى)

- السلطة النهائية المسؤولة عن الموافقة على القرارات المهمة، مثل الاستثمار في التكنولوجيا الحاسوبية: الموقع
- يتلقى التوصيات الإستراتيجية الموحدة من كيني، مدير تكنولوجيا المعلومات: الدور في تدفق المعلومات

Kenny (Director of Information Technology)

- **Position:** The central figure in the decision-making process, acting as a bridge between various parties.
- **Role in Information Flow:**
 - **Collects inputs from:**
 - **Turner (Programmers):** Provides technical perspectives on software development and programming capabilities.
 - **Reilly (Systems Analysts):** Offers insights into system requirements and analysis.
 - **Computer Manufacturers:** Shares information about available products, specifications, and costs.
 - **Consolidates and filters the information for presentation to The Board.**

كيني (مدير تكنولوجيا المعلومات)

- الشخصية المركزية في عملية اتخاذ القرار، ويعمل كجسر بين الأطراف المختلفة: الموقع
- الدور في تدفق المعلومات:
 - **يجمع المدخلات من:**
 - يقدمون وجهات نظر تقنية حول تطوير البرمجيات وقدرات البرمجة: تورنر (المبرمجون)
 - يقدمون رؤى حول متطلبات الأنظمة والتحليل: ريلي (محللو الأنظمة)
 - يقدمون معلومات حول المنتجات المتاحة والمواصفات والتكاليف: مصنع الحواسيب
 - **يقوم بتوحيد وتصفية المعلومات لعرضها على مجلس الإدارة**

Turner (Programmers)

- **Position:** Technical specialists responsible for developing and managing the software.
- **Role in Information Flow:** Provides technical feasibility and potential programming challenges to Kenny.

تورنر (المبرمجون)

- متخصصون تقنيون مسؤولون عن تطوير وإدارة البرمجيات: الموقع
- يقدمون لكيني الجدوى التقنية والتحديات المحتملة في البرمجة: الدور في تدفق المعلومات

Reilly (Systems Analysts)

- **Position:** Specialists who analyze system needs and ensure the compatibility of proposed solutions.
- **Role in Information Flow:** Shares detailed system analysis and integration requirements with Kenny.

ريلي (محللو الأنظمة)

- متخصصون يقومون بتحليل احتياجات الأنظمة وضمان توافق الحلول المقترحة: الموقع
- يقدمون تحليلًا دقيقًا للأنظمة ومتطلبات التكامل إلى كيني: الدور في تدفق المعلومات

Computer Manufacturers

- **Position:** External suppliers providing technology, products, and cost details.
- **Role in Information Flow:** Supplies information about hardware capabilities, prices, and options to Kenny.

مصنعي الحواسيب

- موردون خارجيون يقدمون التكنولوجيا والمنتجات وتفاصيل التكلفة: الموقع
- يزودون كيني بمعلومات حول قدرات الأجهزة والأسعار والخيارات: الدور في تدفق المعلومات

Centralization of Power

- Kenny holds a centralized power position, acting as the primary gatekeeper and filter for all incoming information. This ensures that only relevant and critical insights reach The Board, shaping their decision-making process.

مركزية السلطة

- يحتفظ كيني بموقع قوة مركزي، حيث يعمل كحارس رئيسي ومصفاة لجميع المعلومات الواردة. يضمن ذلك وصول الرؤى ذات الصلة والحرية فقط إلى مجلس الإدارة، مما يشكل عملية اتخاذ القرار.

Network Centrality

المركزية الشبكية

Definition:

Network centrality refers to being centrally positioned within an organization, allowing access to crucial information and people necessary for the company's success.

تشير المركزية الشبكية إلى أن تكون في موقع مركزي داخل المنظمة، مما يتيح الوصول إلى المعلومات والأشخاص الضروريين لنجاح الشركة.

People and Power

الأشخاص والسلطة

Top Leaders and Loyal Executives

- Top leaders often strengthen their power by surrounding themselves with a group of loyal managers.
غالبًا ما يعزز القادة البارزون سلطتهم من خلال إحاطة أنفسهم بمجموعة من المديرين المخلصين.
- These loyal managers keep the leader informed about events and potential disobedience or troublemaking within the organization.
يقوم هؤلاء المدبرون المخلصون بإبقاء القائد على اطلاع بالأحداث واحتمالية العصيان أو إثارة المشكلات داخل المنظمة.
- Having a management team that fully supports the leader's decisions and actions allows top executives to build alliances and exercise substantial power.
يتيح وجود فريق إداري يدعم بالكامل قرارات وأفعال القائد بناء التحالفات وممارسة سلطة كبيرة.

Horizontal Sources of Power

مصادر السلطة الأفقية

Definition

- Horizontal power refers to relationships across departments or divisions within an organization.
تشير السلطة الأفقية إلى العلاقات بين الأقسام أو الإدارات داخل المنظمة.
- Although vice presidents or department heads may appear at the same level on an organization chart, their actual power often differs significantly.
على الرغم من أن نواب الرؤساء أو رؤساء الأقسام قد يظهرون في نفس المستوى على الهيكل التنظيمي، إلا أن سلطتهم الفعلية غالبًا ما تختلف بشكل كبير.

Power Differences Across Departments

1. Unique Contributions:
 - Each department contributes uniquely to the organization's success, which impacts its power.
كل قسم يساهم بطريقة فريدة في نجاح المنظمة، مما يؤثر على قوته.

- Departments making a critical impact on organizational goals often wield more power.
الأقسام التي تُحدث تأثيرًا كبيرًا على أهداف المنظمة غالبًا ما تمتلك سلطة أكبر.
- 2. **Survey Example (Charles Perrow):**
 - A survey of managers in industrial firms identified differences in departmental power:
أظهر استطلاع لمديرين في شركات صناعية اختلافات في قوة الأقسام:
 - Sales departments were the most powerful in most firms.
كانت أقسام المبيعات هي الأكثر قوة في معظم الشركات.
 - Production departments were also influential in certain firms.
كانت أقسام الإنتاج ذات تأثير في بعض الشركات.
 - R&D and finance departments generally had less power.
كانت أقسام البحث والتطوير والمالية أقل قوة بشكل عام.
- 3. **IT Departments Today:**
 - In modern organizations, IT departments are gaining significant horizontal power due to their critical role in technology-driven operations.
في المنظمات الحديثة، تكتسب أقسام تكنولوجيا المعلومات قوة أفقية كبيرة بسبب دورها الحاسم في العمليات المدفوعة بالتكنولوجيا.

Measuring Horizontal Power

- Unlike vertical power, horizontal power is not explicitly defined in the organization chart, making it more challenging to measure.
على عكس السلطة الرأسية، لا يتم تحديد السلطة الأفقية بوضوح في الهيكل التنظيمي، مما يجعل قياسها أكثر تحديًا.
- **Theoretical Framework:**
 - The concept of strategic contingencies explains why certain departments have more power than others.
يُفسر مفهوم التبعية الاستراتيجية سبب امتلاك بعض الأقسام قوة أكبر من غيرها.

Dependency

التبعية

Dependency as a Source of Power

- Dependency between departments is a fundamental driver of relative power within organizations.
التبعية بين الأقسام هي محرك أساسي للقوة النسبية داخل المنظمات.
- Power is derived from possessing something another department needs.
تُستمد القوة من امتلاك شيء يحتاجه قسم آخر.
- The more one department relies on another, the greater the power imbalance.
كلما زادت اعتمادية قسم على آخر، زاد عدم التوازن في القوة.

Financial Resources as Power

الموارد المالية كمصدر للقوة

The New "Golden Rule"

- "The person with the gold makes the rules."
"من يملك المال يضع القواعد"
 - Control over financial resources is one of the most significant sources of power in organizations.
التحكم في الموارد المالية هو أحد أهم مصادر القوة في المنظمات
-

Centrality

المركزية

Definition of Centrality

- Centrality reflects a department's significance in the organization's primary activities.
تُعكس المركزية أهمية دور القسم في الأنشطة الرئيسية للمنظمة

Non-substitutability

عدم القابلية للاستبدال

Coping with Uncertainty

التعامل مع عدم اليقين

Political Processes in Organizations

العمليات السياسية في المنظمات

Power Definition:

- Power is described as the available force or potential for achieving desired outcomes.
تُوصف القوة بأنها القوة المتاحة أو الإمكانيات لتحقيق النتائج المرغوبة
-

Politics Definition:

- Politics refers to the use of power to influence decisions in order to achieve desired outcomes.
تشير السياسة إلى استخدام القوة للتأثير على القرارات بهدف تحقيق النتائج المرغوبة

Two Ways of Defining Politics:

1. Self-Serving Behavior:

- Politics is seen as self-serving behavior, involving activities that are not sanctioned by the organization.
تُعتبر السياسة سلوكًا يخدم المصالح الشخصية، ويتضمن أنشطة غير معتمدة من قبل المنظمة.

2. Organizational Decision Process:

- Politics is viewed as a widespread process of decision-making within organizations.
تُنظر إلى السياسة كعملية واسعة النطاق لاتخاذ القرارات داخل المنظمات.

Three Domains of Political Activity

ثلاثة مجالات للنشاط السياسي

1. Structural Change (التغيير الهيكلي):

- Politics often plays a role in decisions related to changes in the organizational structure.
غالبًا ما تلعب السياسة دورًا في القرارات المتعلقة بالتغييرات في الهيكل التنظيمي.
- Examples include restructuring departments, merging units, or creating new roles.
تشمل الأمثلة إعادة هيكلة الأقسام، دمج الوحدات، أو إنشاء أدوار جديدة.

2. Management Succession (خلافة الإدارة):

- Political behavior is prominent during changes in leadership or management succession.
يكون السلوك السياسي بارزًا خلال التغييرات في القيادة أو خلافة الإدارة.
- This includes competition for leadership positions or influencing decisions about appointments.
يشمل ذلك التنافس على المناصب القيادية أو التأثير على القرارات المتعلقة بالتعيينات.

3. Resource Allocation (تخصيص الموارد):

- Politics influences how resources like budgets, staff, or equipment are distributed across departments.
تؤثر السياسة على كيفية توزيع الموارد مثل الميزانيات أو الموظفين أو المعدات بين الأقسام.
- Departments or individuals may engage in political behavior to secure resources for their own priorities.
قد ينخرط الأقسام أو الأفراد في السلوك السياسي لتأمين الموارد لأولوياتهم الخاصة.

1. Tactics for Increasing the Power Base (تكتيكات لزيادة قاعدة القوة):

- Enter areas of high uncertainty
النص يدعم هذا المفهوم بشكل غير مباشر، حيث تُذكر أهمية التحكم في العوامل الغامضة أو المجهولة في البيئة التنظيمية لزيادة النفوذ.
- Create dependencies
النص يشير إلى أهمية بناء شبكات وتحالفات، مما يعني خلق اعتماد بين الأفراد والأقسام لتحقيق الأهداف.

- **Provide scarce resources**

النص يشير إلى كيفية استخدام الموارد كوسيلة لتعزيز القوة والهيمنة في المنظمة.

- **Satisfy strategic contingencies**

يتم تناول هذا الجانب في النص عند الحديث عن تأثير الحلول الاستراتيجية التي تخفف من الشكوك أو المشاكل التي تواجه المنظمة.

2. Political Tactics for Using Power (تكتيكات سياسية لاستخدام القوة):

- **Build coalitions & expand networks**

النص يناقش أهمية بناء التحالفات والشبكات بعمق، حيث يُذكر أن القرارات الرئيسية غالبًا ما تُتخذ خارج الاجتماعات الرسمية.

- **Assign loyal people to key positions**

يتم تناول هذا المفهوم بالتفصيل في النص من خلال أمثلة على التعيينات التي تدعم أهداف القيادة.

- **Control decision premises**

النص يناقش هذا التكتيك بوضوح عند الحديث عن التحكم في المعلومات والجداول الزمنية والقرارات.

- **Enhance legitimacy and expertise**

النص يُبرز أهمية تعزيز الشرعية والخبرة لدعم قرارات المديرين والسياسات الداخلية.

- **Make a direct appeal**

النص يشير إلى أهمية أن يكون القادة واضحين في طلباتهم لضمان تحقيق أهدافهم.

3. Tactics for Enhancing Collaboration (تكتيكات لتعزيز التعاون):

- هذا القسم لا يُعطى بشكل صريح في النص المرفق ولكنه يمكن أن يُستنتج بناءً على العلاقات التعاونية وبناء التحالفات المذكورة.

1. What is the primary cause of intergroup conflict in organizations?

- A) Limited resources
- B) Goal incompatibility
- C) Task interdependence
- D) Differentiation

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2. How does the political model of decision-making differ from the rational model?

- A) It focuses on centralized power and consistent goals.
- B) It assumes decision-making is logical and orderly.
- C) It involves decentralized power and bargaining among interest groups.
- D) It relies solely on accurate and systematic information.

Answer: C) It involves decentralized power and bargaining among interest groups.

3. Which of the following is NOT a source of vertical power in organizations?

- A) Formal position
- B) Control of decision premises
- C) Network centrality
- D) Peer collaboration

Answer: D) Peer collaboration

4. What is one of the key characteristics of "referent power"?

- A) It is derived from organizational resources.
- B) It stems from admiration and the desire to identify with the leader.

- C) It is based on technical expertise.
- D) It is granted by formal management positions.

Answer: B) It stems from admiration and the desire to identify with the leader.

5. What is "control of decision premises" in the context of vertical power?

- A) Controlling the allocation of resources across departments.
- B) Setting guidelines or constraints for decisions made at lower levels.
- C) Controlling access to critical information.
- D) Making all decisions at the executive level.

Answer: B) Setting guidelines or constraints for decisions made at lower levels.

6. What is the role of network centrality in organizational power?

- A) It reflects the ability to allocate resources effectively.
- B) It ensures access to critical information and key personnel.
- C) It establishes a department's formal position in the hierarchy.
- D) It eliminates dependency relationships among departments.

Answer: B) It ensures access to critical information and key personnel.

7. Which of the following best describes "legitimate power"?

- A) Authority granted by personal traits.
- B) Power derived from controlling resources.
- C) Authority granted by the formal position within the organization.
- D) Power based on expertise in a specific field.

Answer: C) Authority granted by the formal position within the organization.

8. What is a key feature of the rational decision-making model?

- A) Decentralized decision-making.
- B) Inconsistent goals across participants.
- C) Logical and systematic processes.
- D) Ambiguous and strategically used information.

Answer: C) Logical and systematic processes.

9. What is the main advantage of controlling resources in an organization?

- A) It reduces dependency relationships among departments.
- B) It creates leverage to influence other departments or individuals.
- C) It eliminates the need for network centrality.
- D) It ensures decisions are decentralized.

Answer: B) It creates leverage to influence other departments or individuals.

10. How do departments gain horizontal power within organizations?

- A) By holding formal positions of authority.
- B) By making unique and critical contributions to organizational success.
- C) By aligning directly with top-level management.
- D) By sharing resources equally across divisions.

Answer: B) By making unique and critical contributions to organizational success.

11. What is the primary role of top managers in controlling information?

- A) To centralize all decision-making processes.
- B) To determine what information is collected and how it is shared.
- C) To eliminate uncertainty through extensive research.
- D) To delegate decision-making to lower-level employees.

Answer: B) To determine what information is collected and how it is shared.

12. Which type of power is most often associated with financial control in organizations?

- A) Reward power
- B) Legitimate power
- C) Coercive power
- D) Expert power

Answer: A) Reward power

13. What is the relationship between dependency and power in organizations?

- A) Power decreases as dependency increases.
- B) Power is derived from controlling something another department needs.
- C) Dependency eliminates the need for formal authority.
- D) Dependency only applies to horizontal relationships.

Answer: B) Power is derived from controlling something another department needs.

14. What is one of the three key properties of authority in organizations?

- A) Authority is independent of formal positions.
- B) Authority is rejected by subordinates if misused.
- C) Authority is vested in organizational positions.
- D) Authority is only applicable to lower-level management.

Answer: C) Authority is vested in organizational positions.

15. What does the concept of "non-substitutability" mean in organizational power?

- A) A department's role can easily be replaced by another.
- B) A department's function cannot be easily replaced or outsourced.
- C) A department's power is independent of its contributions.
- D) A department has no influence on organizational goals.

Answer: B) A department's function cannot be easily replaced or outsourced.

16. How does political behavior influence resource allocation in organizations?

- A) By reducing ambiguity in decision-making.
- B) By influencing decisions to secure resources for specific priorities.
- C) By centralizing all decisions with top management.
- D) By ensuring equal distribution of resources across departments.

Answer: B) By influencing decisions to secure resources for specific priorities.

1. What is the primary difference between power and authority in organizations?

- A) Power is based on personal relationships, while authority is based on charisma.
- B) Power is broader in scope, while authority is tied to formal organizational positions.
- C) Authority focuses on resource allocation, while power focuses on decision-making.
- D) Authority is based on influence, while power is based on rewards.

Answer: B) Power is broader in scope, while authority is tied to formal organizational positions.

2. Which of the following is NOT a characteristic of the political model?

- A) Goals are consistent and shared among participants.
- B) Power is decentralized and involves shifting coalitions.
- C) Decision-making results from bargaining and interaction among interests.
- D) Conflict is seen as legitimate and expected.

Answer: A) Goals are consistent and shared among participants.

3. What role does selective information sharing play in organizational power dynamics?

- A) It prevents ambiguity in decision-making.
- B) It ensures that all employees have access to the same data.
- C) It allows managers to influence decisions by controlling the flow of information.
- D) It eliminates the need for formal authority in decision-making.

Answer: C) It allows managers to influence decisions by controlling the flow of information.

4. How can managers enhance collaboration to reduce intergroup conflict?

- A) By increasing resource competition among departments.
- B) By clarifying goals and establishing interdependence between tasks.
- C) By emphasizing individual rather than group achievements.
- D) By centralizing all decision-making processes.

Answer: B) By clarifying goals and establishing interdependence between tasks.

5. What is the significance of dependency in horizontal power?

- A) It ensures that all departments are equally powerful.
- B) It shifts decision-making power to lower levels of the organization.
- C) It creates a power imbalance when one department relies heavily on another.
- D) It reduces competition between departments.

Answer: C) It creates a power imbalance when one department relies heavily on another.

6. Which source of personal power is derived from a manager's specialized knowledge or expertise?

- A) Legitimate Power
- B) Expert Power
- C) Reward Power
- D) Referent Power

Answer: B) Expert Power

7. What is one of the main features of structural change as a domain of political activity?

- A) Adjusting individual roles within a department.
- B) Restructuring departments, merging units, or creating new roles.
- C) Focusing solely on resource reallocation.
- D) Reducing dependency among departments.

Answer: B) Restructuring departments, merging units, or creating new roles.

8. How do IT departments gain horizontal power in modern organizations?

- A) By aligning with top managers.
- B) By being central to technology-driven operations.
- C) By controlling all financial resources.
- D) By delegating decision-making authority to other departments.

Answer: B) By being central to technology-driven operations.

9. What does the concept of "free play of market forces" in the political model refer to?

- A) The focus on rational decision-making processes.
- B) The acceptance of conflict and competition among interests.
- C) The elimination of bargaining in decision-making.
- D) The reliance on centralized authority for decisions.

Answer: B) The acceptance of conflict and competition among interests.

10. What is the role of centrality in determining a department's power?

- A) It limits the department's ability to influence organizational decisions.
- B) It reflects the department's importance to the organization's primary activities.
- C) It reduces dependency relationships within the organization.
- D) It eliminates competition between departments.

Answer: B) It reflects the department's importance to the organization's primary activities.

11. Why is ambiguity in information considered a characteristic of the political model?

- A) It ensures decisions are made logically and systematically.
- B) It allows strategic use and withholding of information to influence outcomes.
- C) It reduces conflict among organizational participants.
- D) It simplifies the decision-making process for top managers.

Answer: B) It allows strategic use and withholding of information to influence outcomes.

12. What is the significance of the "new golden rule" in the context of organizational power?

- A) It emphasizes the importance of ethical behavior in decision-making.
- B) It highlights that control over financial resources equates to control over decisions.
- C) It promotes equality in resource distribution among departments.
- D) It prioritizes collaboration over competition for resources.

Answer: B) It highlights that control over financial resources equates to control over decisions.

13. What is the purpose of coalition-building as a political tactic in organizations?

- A) To centralize authority in top management.
- B) To create alliances that strengthen decision-making influence.
- C) To reduce dependency among departments.
- D) To eliminate the need for bargaining in decisions.

Answer: B) To create alliances that strengthen decision-making influence.

14. How does non-substitutability contribute to a department's power?

- A) It reduces the department's dependency on other resources.
- B) It ensures the department performs tasks that no other department can easily replicate.
- C) It eliminates the need for collaboration with other departments.
- D) It aligns the department's goals with organizational priorities.

Answer: B) It ensures the department performs tasks that no other department can easily replicate.

15. What is a key feature of "management succession" as a domain of political activity?

- A) Ensuring resource allocation is equal among all departments.
- B) Competition for leadership positions and influencing appointment decisions.
- C) Restructuring organizational departments for efficiency.
- D) Eliminating conflict during leadership transitions.

Answer: B) Competition for leadership positions and influencing appointment decisions.

16. What is the effect of selective information sharing in learning organizations?

- A) It increases employee power by providing access to broad information.
- B) It limits decision-making to top management.
- C) It eliminates the need for network centrality.

- D) It prioritizes secrecy over transparency in decision-making.

Answer: A) It increases employee power by providing access to broad information.

1. What is one key characteristic of the rational model?

- A) Decentralized power
- B) Consistent goals across participants
- C) Ambiguous information
- D) Result of bargaining

Answer: B) Consistent goals across participants

2. What does goal incompatibility most likely result in?

- A) Increased cooperation between groups
- B) Intergroup conflict within organizations
- C) Greater resource allocation to departments
- D) Improved efficiency across tasks

Answer: B) Intergroup conflict within organizations

3. What is a major feature of the political model regarding decision processes?

- A) Logical and systematic
- B) Disorderly and based on bargaining
- C) Structured and rule-based
- D) Rational and efficient

Answer: B) Disorderly and based on bargaining

4. Which of the following is a property of authority?

- A) It is based solely on personal characteristics.
- B) It is vested in organizational positions.
- C) It is accepted only in informal roles.
- D) It exists only in horizontal relationships.

Answer: B) It is vested in organizational positions.

5. What type of power derives from admiration and personal characteristics of a leader?

- A) Legitimate power
- B) Expert power
- C) Reward power
- D) Referent power

Answer: D) Referent power

6. What is a characteristic of power in organizations?

- A) It is always visible and measurable.
- B) It is an intangible force whose effects can be felt.
- C) It is derived solely from formal authority.
- D) It is rarely influenced by dependency relationships.

Answer: B) It is an intangible force whose effects can be felt.

7. Which source of power is described as the ability to punish or recommend punishment?

- A) Reward power
- B) Coercive power
- C) Legitimate power

- D) Referent power

Answer: B) Coercive power

8. What does control of decision premises allow top managers to do?

- A) Delegate major decisions to lower-level employees
- B) Set constraints and guidelines for decisions made at lower levels
- C) Eliminate ambiguity in decision-making
- D) Share authority equally across all levels

Answer: B) Set constraints and guidelines for decisions made at lower levels

9. Which of the following is NOT a source of horizontal power?

- A) Unique contributions to organizational goals
- B) Formal position in the vertical hierarchy
- C) Control over critical resources
- D) Strategic importance to the organization

Answer: B) Formal position in the vertical hierarchy

10. What is the relationship between resources and dependency in organizations?

- A) Resources reduce the need for dependency relationships.
- B) Control of resources increases dependency among departments.
- C) Resources are unrelated to power dynamics.
- D) Dependency relationships are eliminated through resource sharing.

Answer: B) Control of resources increases dependency among departments.

11. What is one example of political activity in the domain of structural change?

- A) Creating new leadership positions
- B) Merging departments or units
- C) Adjusting resource allocation
- D) Eliminating management roles

Answer: B) Merging departments or units

12. How does network centrality provide power in organizations?

- A) By limiting access to critical information
- B) By positioning individuals at the center of communication and decision-making networks
- C) By granting formal authority over other employees
- D) By eliminating the need for collaboration

Answer: B) By positioning individuals at the center of communication and decision-making networks

13. Which tactic is used to enhance collaboration and reduce conflict between groups?

- A) Increasing competition for resources
- B) Clarifying interdependence and aligning goals
- C) Withholding critical information
- D) Reducing task interdependence

Answer: B) Clarifying interdependence and aligning goals

14. What does the phrase "the person with the gold makes the rules" imply about power in organizations?

- A) Power is distributed equally among employees.
- B) Financial control provides significant influence.
- C) Authority is unrelated to resource control.

- D) Resource sharing eliminates dependency.

Answer: B) Financial control provides significant influence.

15. Why is information control considered a source of power?

- A) It limits employees' access to resources.
- B) It allows managers to shape decision outcomes.
- C) It decentralizes decision-making authority.
- D) It eliminates ambiguity in organizational goals.

Answer: B) It allows managers to shape decision outcomes.

1. What is one characteristic of the political model regarding goals in organizations?

- A) Consistent and unified
- B) Inconsistent and pluralistic
- C) Rational and orderly
- D) Centralized and logical

Answer: B) Inconsistent and pluralistic

2. What is the definition of power in organizations?

- A) The visible ability to control all resources
- B) The potential ability to influence others to achieve desired outcomes
- C) The authority granted by formal positions
- D) The systematic control of decision-making processes

Answer: B) The potential ability to influence others to achieve desired outcomes

3. Which of the following is a feature of authority in organizations?

- A) It is accepted by subordinates.
- B) It is based on informal networks.
- C) It bypasses the formal chain of command.
- D) It is unrelated to organizational positions.

Answer: A) It is accepted by subordinates.

4. What happens when resources are used as rewards in organizations?

- A) Dependency relationships are eliminated.
- B) They motivate employees to align with organizational goals.
- C) They decrease the centrality of top managers.
- D) They make decision-making ambiguous.

Answer: B) They motivate employees to align with organizational goals.

5. Which type of power is granted by formal organizational positions?

- A) Reward power
- B) Coercive power
- C) Legitimate power
- D) Referent power

Answer: C) Legitimate power

6. What does the term "dependency relationship" refer to in the context of resource allocation?

- A) Employees relying on each other equally
- B) Departments needing resources from top managers
- C) Centralized decision-making by lower-level managers
- D) Independent work across departments

Answer: B) Departments needing resources from top managers

7. **What is a consequence of controlling critical resources in an organization?**
- A) It ensures the elimination of task interdependence.
 - B) It creates dependency among employees and departments.
 - C) It decentralizes power across multiple departments.
 - D) It reduces the influence of top managers.
- Answer:** B) It creates dependency among employees and departments.
8. **Which source of personal power arises from granting promotions and bonuses?**
- A) Legitimate power
 - B) Coercive power
 - C) Reward power
 - D) Referent power
- Answer:** C) Reward power
9. **What role do loyal managers play in maintaining top leaders' power?**
- A) They enforce strict policies among departments.
 - B) They inform leaders about potential issues or disobedience.
 - C) They reduce the flow of information to other employees.
 - D) They create dependency relationships.
- Answer:** B) They inform leaders about potential issues or disobedience.
10. **What does control of information enable managers to do?**
- A) Align all departments with organizational goals.
 - B) Shape decisions by determining what information is shared.
 - C) Decentralize authority to lower-level employees.
 - D) Eliminate ambiguity in decision-making processes.
- Answer:** B) Shape decisions by determining what information is shared.
11. **What type of power derives from the ability to punish or recommend punishment?**
- A) Legitimate power
 - B) Reward power
 - C) Coercive power
 - D) Referent power
- Answer:** C) Coercive power
12. **What is the impact of non-substitutability on a department's power?**
- A) It reduces the department's influence on organizational goals.
 - B) It strengthens the department's position by making its role irreplaceable.
 - C) It eliminates the need for collaboration with other departments.
 - D) It centralizes authority in lower-level management.
- Answer:** B) It strengthens the department's position by making its role irreplaceable.
13. **Why are sales departments often considered powerful in organizations?**
- A) They manage the organization's financial resources.
 - B) They make unique contributions to organizational success.
 - C) They control task interdependence across all divisions.
 - D) They reduce dependency relationships within the organization.
- Answer:** B) They make unique contributions to organizational success.
14. **How does ambiguity in information influence decision-making in the political model?**
- A) It reduces the ability to form coalitions.
 - B) It allows strategic use and withholding of information.

- C) It eliminates conflict between departments.
- D) It encourages consistent and logical decision-making.

Answer: B) It allows strategic use and withholding of information.

15. What is the main goal of political tactics such as coalition-building?

- A) To centralize authority in top leadership.
- B) To create alliances that strengthen influence over decisions.
- C) To eliminate dependency relationships within organizations.
- D) To reduce ambiguity in organizational goals.

Answer: B) To create alliances that strengthen influence over decisions.

1. "non-substitutability" mean in organizational power?

- A) The ability to control resource allocation.
- B) The inability of other departments to replace a department's function.
- C) The reliance of departments on external resources.
- D) The use of ambiguous information for decision-making.

Answer: B) The inability of other departments to replace a department's function.

2. What is a critical factor that determines the horizontal power of departments in organizations?

- A) The ability to influence decisions in unrelated departments.
- B) The unique and critical contributions they make to organizational success.
- C) Their position in the vertical hierarchy.
- D) Their control over decision premises.

Answer: B) The unique and critical contributions they make to organizational success.

3. Which domain of political activity involves leadership changes?

- A) Structural change
- B) Management succession
- C) Resource allocation
- D) Task interdependence

Answer: B) Management succession

4. How does dependency influence power relationships within organizations?

- A) It reduces the influence of higher-level managers.
- B) It increases the power of departments that control critical resources.
- C) It eliminates competition between departments.
- D) It decentralizes decision-making authority.

Answer: B) It increases the power of departments that control critical resources.

5. What is one way IT departments have gained horizontal power in modern organizations?

- A) By managing all financial resources.
- B) By playing a critical role in technology-driven operations.
- C) By aligning with sales departments.
- D) By reducing dependency on other departments.

Answer: B) By playing a critical role in technology-driven operations.

6. What is the primary role of resource allocation in vertical power?

- A) It eliminates dependency relationships within organizations.
- B) It creates dependency between lower-level participants and top managers.
- C) It decentralizes authority to lower levels.

- D) It prioritizes collaboration over competition.

Answer: B) It creates dependency between lower-level participants and top managers.

7. Which type of department was found to have the most power in a survey of industrial firms?

- A) Research and Development (R&D)
- B) Sales
- C) Finance
- D) Information Technology (IT)

Answer: B) Sales

8. How can departments with less direct impact on organizational goals gain power?

- A) By aligning with top management and increasing their network centrality.
- B) By focusing solely on internal efficiency.
- C) By reducing their dependency on other departments.
- D) By eliminating ambiguity in their tasks.

Answer: A) By aligning with top management and increasing their network centrality.

9. What is the role of "control of information" in vertical power?

- A) Ensuring all employees have equal access to information.
- B) Shaping decision-making by determining how information is collected, interpreted, and shared.
- C) Decentralizing authority to lower-level employees.
- D) Eliminating dependency relationships in decision-making processes.

Answer: B) Shaping decision-making by determining how information is collected, interpreted, and shared.

10. Which political tactic involves assigning loyal individuals to key positions?

- A) Coalition-building
- B) Enhancing legitimacy
- C) Direct appeal
- D) Expanding networks

Answer: A) Coalition-building

11. What does the "new golden rule" highlight about power dynamics in organizations?

- A) Power depends on the ability to eliminate dependency relationships.
- B) Control over financial resources is a critical source of power.
- C) Organizational power is always distributed equally.
- D) Resource sharing reduces conflicts among departments.

Answer: B) Control over financial resources is a critical source of power.

12. Why is dependency considered a source of power in organizational relationships?

- A) It reduces the need for formal authority.
- B) It increases the influence of those who control necessary resources.
- C) It ensures equal power distribution among departments.
- D) It centralizes decision-making authority.

Answer: B) It increases the influence of those who control necessary resources.

13. What tactic is used to address areas of high uncertainty in organizations?

- A) Assigning loyal people to key positions
- B) Providing scarce resources
- C) Expanding networks

- D) Coping with strategic contingencies

Answer: D) Coping with strategic contingencies

14. How does ambiguity in the political model impact information flow?

- A) It ensures equal access to data across all levels.
- B) It allows information to be used and withheld strategically.
- C) It decentralizes decision-making processes.
- D) It reduces conflicts between departments.

Answer: B) It allows information to be used and withheld strategically.

15. What does "network centrality" provide to individuals or departments in an organization?

- A) Access to critical information and key people
- B) Greater authority to control resource allocation
- C) The ability to reduce dependency relationships
- D) Centralized decision-making authority

Answer: A) Access to critical information and key people