



## A Comprehensive Islamic Management Theory Theory (I)



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**In The Name of Allah: The Compassionate, The Merciful**

Allah (SWT) said in the Holly Quran:

v.1 “You were chosen to lead the world calling for goodness and rebelling evil and believe in Allah: If those who had the Testaments believe in this it will be better for them. Some are believers, but most of them are drifters.”

v.2 “Allah will not change what affects people, until they change what is inside them.”

v.3 “Who will seek and believe in a religion other than Islam will be the loser in the Day of Judgement.”

Also: Allah (SWT) said in the Holly Quran:

v. 4 Moses "Said: My Lord: Let me enjoy the virtue of your message to Humans; Help me pass on your Divine Teachings in a way that they may understand.”

**In the name of Allah I start:  
“O’ Allah, I depend on you, and ask for your help:  
Let them understand  
what I Intend to add to Human Knowledge.**



**h.1 Sufian Ben Abdullah said:**

**"  
I asked Prophet Mohammad (PBUH)"**

**"Tell me a saying in Islam enough for me not to ask anyone else:**

**He said: "Say I believe in Allah and be straight."**

**Narratedby Muslem**





## DEDICATION

**This Theory is dedicated  
to:**

**My family: Wife, Sons, Daughters;  
and extended family;**

**Also, to My Colleagues and Friends;  
Who inspired, helped or encouraged me  
to articulate this theory;  
In the Hope that it will be a major step forward  
in the race for excellence that will lead  
our Arab & Islamic Nations to Renaissance;  
to catch up and become "Highly Developed Nations."**

**The Author**





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## ABSTRACT

### Executive Summary

**“A good head and a good heart are always a formidable combination”**

When discussing management, we have to start with a historical perspective that enables us to understand its evolution as:

- 1) It clarifies our view of the present,
- 2) It allows us to explain the way things are,
- 3) It instils a sense of causation, and,
- 4) It underlines the importance of interpretation in social science.

The history of management thought starts from a search for a universal theory that fits all purposes, all societies, all cultures and all fields. Yet we see no single theory is accepted today. Instead we have theories devised and developed at different times with applications to different aspects of the management role.

In the East, there are theories that have roots to Ancient Egypt or China; while the participation of Arab and Islamic scholars was very limited, due to the fact that their civilization was targeted by others, especially the Crusaders or the Mongols, who destroyed their Cultures in their cradles (Baghdad or Damascus), when they invaded their homelands and killed their scholars.

Consequently, their priorities were mixed up and they became retroactive instead of being proactive; except for three recent endeavours:

- 1) Dr. Tariq Al-Sweidan in Kuwait,
- 2) Prof. Abdul Aziz Abu Nab'a, in Palestine, and
- 3) Dr Abdul Muti M. Assaf in Jordan

Again those theorists undermined the Ethical, Belief and Cultural/Behavioral straightness, but in some way tackled the surrounding environments that shape the organizational culture and the leaders as well. None of them could be categorized as to serve and face challenged for all the recent purposes.

I presume, that my theory, The Comprehensive Islamic Management Theory (I) will fit. Let us try it.



**Toward a  
Comprehensive  
Islamic Management Theory  
Theory (I)**

**A good head and a good heart  
are always  
a formidable combination.**

**Nelson Mandela**



## Introduction

Allah (SWT) said in the Holly Quran:

v.5 “O ye who believe! Be steadfast in the cause of Allah,

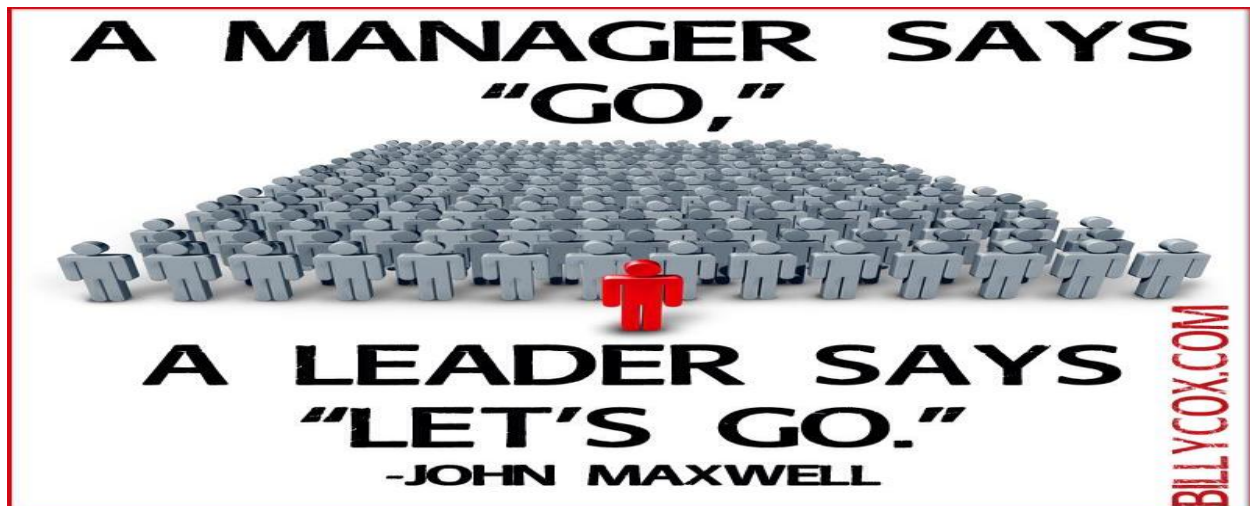
bearing witness in equity; and let not a people’s enmity incite you to act otherwise than with justice. Be always just, that is nearer to righteousness. And fear Allah. Surely, Allah is aware of what you do.” (Ch.5:V.9)

The key principles to managing an organization or a government are expressed clearly in the above verse in the Holly Quran:

- 1) Believe in Allah,
- 2) Worship Him,
- 3) Steadfastness,
- 4) Equity for all,
- 5) Practice Justice,
- 6) Witness on others,
- 7) Practice Righteousness,
- 8) No incitement to act otherwise,
- 9) Fear Allah the greatest and Most Powerful,
- 10) Allah is watching and is aware of what you do. Beware!



## Management and Islam



### The Importance of Management:

Management is a sign of progress, development and vitality, while, mismanagement is a sign of failure, retreat, and delay in the efficient utilization of resources, development, acquiring and using technology.

Management is a measure of success for nations, as it entails the success factors in practicing its functions, (such as: leading, planning, controlling, directing, coordinating, human relations, etc.) to strike a balance between distribution of wealth, income, encountering poverty, better standards of living, ethics, and values.

Nations that are on the verge of a civilized development start to modernize their management practices and procedures to succeed.

### Islamic Teachings and Management:

Islam, as a Religion for all humans on Planet Earth, calls for using managerial practices that enable humans to live in harmony with

Nature, welfare for themselves and those around them, and to enjoy their lives on Earth within the practices of Islam that outline their daily activities; nothing was left for chances.

Such practices, when followed, qualify them to live in Heavens as an everlasting life for believers and in Hell for disbelievers.

### The Basics of Management in Islam

#### Sources of legitimacy:

One of the basic principles in Islam is: Tawhid = "Believing in Oneness." Tawhid – Wikipedia, the free encyclopedia says:

"Tawhid is the concept of monotheism in Islam. It is the religion's most fundamental concept and holds Allah is one (Wahid) and unique (Ahad). The Quran asserts the existence of a single and absolute truth that transcends the world; a unique, independent and indivisible being, who is independent of the entire creation. Allah, according to Islam, is a universal God, rather than a local, tribal, or parochial one—Allah is an absolute, who integrates all affirmative values and brooks no evil.

Tawhid constitutes the foremost article of the Muslim profession. The first part of the Shahada is the declaration of belief in the oneness of Allah.

To attribute divinity to a created entity, known as shirk, is the only unpardonable sin mentioned in the Quran.



Muslims believe that the entirety of the Islamic teaching rests on the principle of Tawhid.

There is an uncompromising Monotheism at the heart of the Islamic beliefs which is seen as distinguishing Islam from other major religions.

Islamic intellectual history can be understood as a gradual unfolding of the manner in which successive generations of believers have understood the meaning and implications of professing Allah's Unity. Islamic scholars have different approaches toward understanding it.

Islamic Theology, Jurisprudence, Philosophy, Sufism, even to some degree the Islamic understanding of natural sciences, all seek to explain, at some level, the principle of Tawhid.”

Meaning: “There is no Allah But One” which was spelled out in several verses of the Holy Quran, that there is no one similar in instance.

In accordance with these principles, the whole universe was created by Allah (SWT) as one unit; created and managed by Him and with His Will only. Allah is the Creator.

This is basic for creating Humans and a solid belief to perfection.

This Principle has a beautiful reflection in the Holy Quran, where it asks people to look around and search for the truth in knowing Allah, to see his creatures and what HE created; then rethink to arrive to a solid belief after serious thinking.

Moslems believe that all ownerships and management of things and conditions must be referred to Allah alone, as HE is the Only Creator and Owner of the Universe.

The Human being was created to represent Allah on Earth (Khalifa), has the freedom, competency and mentality to control their own lives, given all the distinctions (Mind, Wisdom, Power, Structure, Buildup) that make them special and unique, different from other creatures, to rule and manage.

### Examples of Islamic Management Practices:

There are so many aspects revealed in Islam that have reference to managerial, political, economic, and social managerial practices.

Let us check how Allah (SWT) manages things in the universe:

- 1) Allah (SWT) in Sorat Al-Fatiha (The start of the Verses in the Holy Quran) describes Himself as: Rab Al Alameen (The Lord of All worlds) and Al-Rahman Al- Rahim (The compassionate, The Merciful). This means Allah (SWT) exerts Mercy and compassionate in managing things in the Universe. If those two features are practiced in managing daily activities of people in businesses, they will create love and intimacy among people to become friends and associates, empathizing and supporting each other.
- 2) Mercy and Compassion, individually or collectively, are both basic principles of managing practices. Practicing them doesn't mean we have to pardon all those mistakers, i.e., making them unaccountable for their mistakes, which doesn't make sense, of course. This was spelled clearly in the same Sora, when Allah (SWT) says: “He is the owner of the Yawm Al-Deen (Day of Resurrection = Judgment)”, after describing Himself as the Merciful, which means that those who commit felonies or mistakes will be judged on that day (be accountable). Also it means that those who commit mistakes must be accountable for the results of their mistakes, so that they don't repeat such acts.
- 3) The formation of the Human Society is built around the Individual person (The Human).  
v.6 Allah (SWT) said: “Allah does not change the condition of a people until they change what is in themselves.”

Any other formation or basis will fail:

See what happened to Communism when they tried to use the economic resources (not the individual Human) for their social changes.



See what happened to the Nazis or the Fascists when they tried to impose a change by adopting the super-race or power (not the individual Human) for their control of others.

That was the reason why they failed extensively.

See what happened to the Zionists when they used a biblical right to create a homeland and undermine the living humans in Palestine who have been living there for 5000 years or more, long before the Exodus of Jews from Egypt with Prophet Moses (PBUH) causing lots of sufferings, misery, refugees, and wars and mass killing of Humans that should be stopped.

- 4) **The Human Body is a Mystery: The Heart is the instrument that keeps pumping blood into the veins to circulate all the human body and feed, nourish, clean and revive. This system tells us that Veins and Arteries are there to help the heart to distribute and recircle blood for keeping life going. There are Arteries for feeding the Human body called the assistants and helpers of the heart to complete its task successfully, continuously and credibly.**  
This is exactly the job of the assistants in management: to help, distribute tasks, complete and achieve success.
- 5) **The Human body works as one unit: If the individual is exposed to an accident, all parts of his body work to rebel or adapt to the consequences.**  
h. 2: **Mohammad (PBUH) said: The Believer to the Believer is similar to a solid building as architecture or a human body, which complements each other. When a Member complains of an illness, all other human members feel sick and fever.**

**The Mind sends signals to certain organs of the body:**

- **The heart starts increasing the pulse rate, increasing the blood flow,**
- **The nerve system sends signals to members of the body to protect and support the affected parts.**
- **The respiratory system increases breathing rate in line with the increased pulse.**
- **The Mind is alert and conscious, sensors are ready to react.**
- **Disturbance will happen inside the body due to losing energy. There will be a temperature shift to the affected parts, causing thirst, or at the worst, loss of conscience.**

**In management: all such activities and counter activities are similar to what happens in management: A synchronization of activities and coordination between the different organizational constituencies start working when something goes wrong with the normal processes of the business:**

- **Decision-makers are called in to deal with the problem,**
  - **Assistants are alerted, including employees who are alerted of what is happening to be ready to deal with the challenges.**
  - **Resources are allocated or reallocated, All this happens systematically.**
- 6) **All creatures on Earth start small and grow using certain natural substances or materials that help them grow (such as: water, air, sunlight, minerals, etc.)**  
It is exactly similar to what happens in management: people start small at minor jobs and grow or promote to higher rank jobs; while they get experience, knowledge, and skills.
  - 7) **In nature, all activities in life consume materials and created outcomes in the form of products or waste. Some waste is beneficial and can be used as fertilizers, while some will have to be disposed, as it forms a hazard.**  
The same thing happens in practical business life: Businesses use all sorts of resources to produce products or services.  
Waste will be created where it must be disposed of.  
Managers should deploy all the necessary resources to the process and have plans to get rid of the waste.  
If they do not (get rid of the waste), they will pollute the natural environment and, consequently, will affect all living creatures, including animals, and plants.



## Motives in Islamic Management:

One of the managerial principles is to keep workers doing their best by motivating them through incentives (moral and material).

Managers can influence workers go in a certain direction to achieve set goals, but cannot force them to do so. There is a saying: "You can lead a horse to water, but you can't make him drink." Managers have to choose the right motive that suits every worker and use it. Taking the right decision, while organizing and coordinating the activities at one side, and finding the right motive on the other side will either result the manager to succeed or fail. Motives are of three kinds:

- 1) **Illusive Motives:** They are not real, but fabricated to motivate people by giving those false expectations. Such motives were used by the Nazis and Ancient Empires inspiring their people that they will become Masters of the World; sometimes through practicing dictatorship, in addition to capturing and re-distributing the wealth of the conquered nation. This proved to be understood as "illusive".
- 2) **Moral and Psychological Motives:** Managers use those motives to enhance morality of the workers. A "Thank you Letter", "An Honor List", a "Small Party" for announcing the best performers, a "Pat on the Shoulder" in front of other workers for a job well done, or a "Promise for Promotion", or "sending in a training course", for example.
- 3) **Material Motives:** Material incentives proved to be the best catalyst for increasing productivity, by giving workers monetary and promotional incentives to work harder. Using such material motivator enables:
  - a) Workers to face challenges, while managers are there to remove barriers.
  - b) Facing such challenges, whatever the problems were: chronic or else, for longer periods of time, evading collapse or weakening.
  - c) Encouraging and building self-confidence and trust. Such incentives are pro-rated to increase in line with difficulty or hazard provided it is used at the right time.

Islam used psychological and moral motives, too; by educating workers, explaining to them and encouraging them without undermining the material motives.

Islam also required Moslems to extend every possible help to their Moslem brothers, especially when they are needy.

Moslems watch closely for their religious practices, such as praying during the day and fasting in Ramadan. There are times that each Moslem must perform his Prayer, wherever he is working, in an office, on a farm or factory; symbolizing that work is also worshipping to Allah, as instructed by Islamic Teachings.

Moslems are motivated by their good intentions and dedication as instructed by Allah (SWT);

v. 7 "So when they are hit by thirst and hunger while they are spreading the Religion of Islam, and wherever they put their feet to encounter the disbelievers or an enemy, Allah will consider them performing goodness; as will receive the rewards from Allah as best performers."

This proves that Islamic Management was a pioneer in providing the incentives for its followers, especially at the time of Mohammad (PBUH).

Unfortunately, such teachings are not mentioned by any of the scholars in Management.



## Is Human Intellectual Capital The Real Wealth in Islam?

A new era had emerged to highlight the main reasons behind Nations' Development in those intending to secure better life and success for their citizens in certain Islamic Nation.

Nowadays, success is attributed to the inspired Human Intellectual Capital, (Leadership and followers) who do their best to bring their Nation into a state of efficiency and perfection.

This development is not attributed only to the material wealth, (Gold or Monetary power, Minerals, Crude oils, Army or Agriculture, etc. {which forms its economical, financial or military strengths}, considered as a catalyst.) but also it surely lies on its Human Intellectual Capital."

This ideological change switched Nations' development from the material wealth into a spiritual and intellectual one: it is in:

- Their solid-belief in One Allah, The Creator of all;
- Their will to self-determination to develop for the better;
- Having the right leadership that leads and inspires;
- The followers who believed in their leadership, inspiring them to show their best in the race for excellence.
- Deploying –available-resources to the best uses and expecting the best planned outcomes, which lies in managing all for all, bearing in mind checking the same factors and ideology within the Islamic Nation, which enjoyed a glorious historical development in the past and created a nation that extended from the Atlantic Ocean to China, which was efficiently and smoothly managed from Medina, Baghdad, or Damascus that envied the then Super Power (The Romans and the Persians Empires).

That nation was able to defeat such superpower by:

- 1<sup>st</sup>: the Will of Allah, and,
- 2<sup>nd</sup>: the Power of Islamic teachings implanted in the Followers and,
- 3<sup>rd</sup>: the Intellectual Power that the Moslems believed in: One Cause, One Allah, One Leader, One Path, and Managing all for all.

In line with such glorious success, let us have a close look on the following theories used then:

- 1) A Spiritual Theory,
- 2) A Political Theory,
- 3) A Military Theory,
- 4) A Governance Theory.

### 1) A Spiritual Theory:

Which revived the roots of the old religions which Abraham and Ishmael implanted in the people living in Arabia, modernizing such beliefs with the teaching of Al-Mighty Allah through his Messenger Mohammad, may the blessing of Allah be upon him, to a nation that was full of noble social ethics, expressed in: Loyalty, Generosity, Courage, Care of the Needy, Protection of the oppressed, etc.

Shouldering it, with the noble Teachings of Islam that calls for: Unity, Support, Help, Giving, and Care for Women & Children, and more.

This enabled them to make sacrifice endlessly to gain the satisfaction of Allah and win the Promised Heavenly pleasures.

### 2) A Political Theory:

A Political wisdom which was an off spring of the Teaching of Islam which affected their social, ethical and conduct; that proved to be good enough for the new Nation for all humans witnessing it, without any consideration to their origins, colors, gender or languages or customs.

Such teachings gained the admiration of the surrounding nations; which sent their emissaries to the cradle of Caliphate, either in Baghdad, Damascus or Medina, in Cairo, or in Andalusia (Spain) in the West; to study such civilization through, or asking for consultants be sent to join them, in pursuit to use such ideology among their own Nations.

### 3) A Military Theory:



That enabled them to defeat the major powers of their time (The Romans and the Persians). One Historian once said: "Their armies were roaming the Ancient World", not with their tanks or rockets, their atomic, biological or chemicals arsenals, not by their barbarian slaughtering of every living creature (humans, animals, and plants), burning them to ashes, similar to what the so called civilized superpowers are doing nowadays. But, they were using simple weapons (Sword and Arrow) , applying the ethical teachings while they fight for a cause: (Spreading the teachings of Islam as they were ordered by Allah and his Messenger Mohammad.) Their way to fight, and the weapons they used were categorized with such ethics, too.

#### 4) A Governance Theory:

A theory that leads, plans, implements, controls, counsels and directs for the best results. This was practiced long before Europe started using similar theories.

Such Islamic Governance Theories enabled them to rule, delegate, ask Public Figures to apply duty of care, responsibility and accountability to all Governors assigned to various regions of the Islamic Nations, in addition to applying decentralization and delegation of authority to enable run such remote regions.

This Islamic Nation, reached the pinnacle of its power, then started declining, in spite of it being a bacon of science, in all aspects of; Arts and Sciences, including: Astrology, Geography, Medicine, Engineering, Education, Management and Arts, etc. Why?

Does it have to do with Management or Thoughts or Enimity?

I wonder!!

**The Best of your days did not arrive as yet: Believe it.  
Don't spoil your Present thinking about what you did loose  
Yesterday:  
Today is a brand new day, full with hope and aspirations.  
Face it with joy.  
Don't think about the Future: It will come, but you have no  
control.**

**Zig Ziglar**



## What is Next? Let the Sun Shines!!

### The Motive to start Researching

I have been involved in Academia, for the last 30+ years at university level, and taught all management thoughts and theories, In addition to practicing managerial jobs as CEO and/or Managing Director posts, facing the challenges and encountering managerial problems myself and facing other Managers, while they practice all sorts of theories and thoughts!!

Trying to apply such theories to solve certain problems, I was faced with chronic problems that can't be solved. The bottom line is that such theories are not serving the Human or National needs, purposes and interests.

Being dismayed by the difficulties encountered by huge corporations taking them to failure, I started thinking of what can be done.

We would like to see a change happening. I would propose a theory that can cater for all.

I had started digging through the Internet research tools, referred to books recently written, consulted with fellow academicians in the same field, and finally decided to write this comprehensive Islamic Theory in Management.

This was my motive to reinvent or recreate the Islamic Management Theory that can fit all Humans, and serve their interests, in spite of their origin, beliefs or ideology. A theory that:

- can be unique in nature;
- can serve as the cure for all problems and challenges faced nowadays; and
- Can make a difference.

To enable do that, I started a brainstorming session, with self and with those academic professionals around me to find answers for the following questions:

- Was there a special Islamic Management Theory that caused the glorious success of that Islamic Nation, in the past?
- How was that Islamic Management Theory able to deal with the chronic issues and crises they faced at that time?
- Did it fail to stop a decline of the Islamic civilization?
- Are Moslems ready to seize the opportunity to become the leaders of the world again?

There are no easy answers for all those questions. We should start from scratch, with a naked eye, to enable shed light and deal with the following challenges:

- 1) The world is facing a serious crisis, where corruption is spreading, falsification of results is uncovered and was the main reason for the bankruptcy of super corporations that were thought to be beyond suspicion.
- 2) World Nations are going astray due to the variety of Management Theories being introduced and used, but none is solid enough to deal with all such issues.
- 3) A Contemporary theory in Management is needed, that deals with all such challenges, either economic, political, social, legal, ecological and technical issues. A theory that will shed light-of-hope to such failing systems, and, when used, prove to be a suitable solution, and cure.

**Long Speeches,  
Shaking of Fists, or  
Banging on the table, nor:  
Strongly worded Resolutions:  
Do not bring about results.  
To the contrary; It can do a great deal of harm  
to the organization or the struggle we serve.**

**Nelson Mandella**



Introduction  
to  
Islamic Thought

**Let Freedom of Choice leads,  
The Sun never sets.**

**Nelson Mandela**





## Islamic Thought Between Originality and Modernizing “The Sun Will Shine”

### What is meant by Islamic Thought?

It is that specific thought that was derived from the Divine Revelation to Humans in the Holy Quran and the Prophet's Teachings (Sunnah) that covers all the daily aspects of all Humans, lately called: Moslems.

Here is a good short case study that projects the originality of the Islamic Managerial Thoughts in ancient times:

“Mohammad bin Moslemah, an emissary of 2<sup>nd</sup> Khalifa in Islam, Omar bin Al-Khattab, was an example of the Leader who performed close supervision of his assigned Governors.

He used to check how those governors were doing. If any governor was proven to be unable to serve the interests of his people, securing their rights and checking their responsibilities; then, he would be removed, or replaced.

On one occasion, he ordered Omar Bin Al-As (a Governor) to remove a door in his palace in Kufah that separates his office (as the Governor) from the people trying to raise a case of unfairness against the misuse of power of authority or injustice. The door was seen as a barrier that can stop people from seeing the Governor.”

What would we say today, when we see the number of secretaries, doors and barriers built between the CEO and his subordinate, not mentioning the visitors or those angry customers with complaints?

Such Islamic Thoughts and theories worked well when those using them were conscious enough to apply Islam Divine Teachings, and the verses that orders them to work for the welfare of all Humans under the supervision of Al-Mighty Allah.

v.8 “Doesn't HE know what HE had created? HE is the Kind and the Expert.”

### The following question remains:

Why had the Moslems abandoned this system and went astray, divided, and why can't they unite on one single issue? I wonder!!

James Bolleck and Loather Jolleck, who were asked to reorganize the public sector in the United Arab Republic in 1962, reported the following: Quote: “It is of our utmost astonishment to gain the following important knowledge, and to acknowledge that during our research we found out that: The governance system was not the most important issue in this regard. It is the Islamic Religion (expressed in Beliefs and Values) which formed an integral part of the governance system and took precedence.

If a new system is to be introduced, such beliefs and values must be taken into consideration. Any anticipated development that can be achieved by the people of the UAR should be rooted and strengthened by such beliefs and values. To enable this system sustains, it should be built around solid conducts, philosophy and spiritual principles, which is available in Islam- their Religion. This means, when the people-in-charge try to build a governance system, they have to build such a system on the Islamic Culture that the people of the UAR use and practice. “

They added: “Additionally, we found that their Beliefs have solid connections with the problems they face, and the solutions lie within. The Solutions should be built around Religion (Islam) where Moslems are ordered to get the proper education and the right knowledge and experience. The outcomes will be tailored around satisfying the teaching of Islam. ( just one “ )“

Finally, we have to report that the UAR Nationals, as Moslems, are raised and will stay with the same mentality, to use their guts and wisdom for serving the Humanitarian interests, to meet Al-Mighty's satisfaction and enjoy Heavenly merits.” Unquote

This is what I was looking for: A motive to start researching and reinventing this Comprehensive Islamic Management Theory which is deeply rooted to the Islamic Share 'a, and fulfills the teaching of Al-Mighty Allah, that avails justice for all, on light of what Prophet Mohammad (PBUH) has said:

h.2 “There is no preference between an Arab and Others, except by how they act and beware Allah,”

q.1 Omar, the 2<sup>nd</sup> Khalifa in Islam said: “How dare you enslave humans, as they were born free?”



Dr. Mohammad Al-Naji (2006) tackled this subject, precisely, in the following synopsis that might help us activate such theory:

- 1) **Al-Mighty Allah showed us how to start an Ethical Public Management System. Humans were given the freedom to create this system based on the knowledge given and the experience obtained, to deal with all on equal footing.**
- 2) **Just in distributing Rights and Responsibilities is the basis for such a system to guide interactions and interdependence, between humans and/or with other creatures. No one Person, Governor or Religious cleric, of any class or group, can prevent any human from getting and excuting their rights or responsibilities.**
- 3) **Private ownership is a sacred right; provided that it is used for the welfare of the individual and the community.**
- 4) **All qualified humans have the right to work. Work is a noble profession that serves as wealth creation for workers, with dignity. "Pay the worker his wage before his sweat dries."**
- 5) **The Government should create jobs for its people, through starting projects that will attract professionals to be paid a wage or salary.**
- 6) **No Human is allowed to enslave, manipulate or use brothers in humanity, as this is not ethical and doesn't abide to the teaching of Islam and its principles.**
- 7) **In such a system: Leadership must be solicited in light of the Prophet's teachings: "If you were three in a group, select one of you to be a leader." Everyone is responsible for his followers".**
- 8) **Participation in decision-making (Shora) is a must in Islam, by all concerned, provided that participants are: knowledgeable, known to be wise, can judge, and had the experience to create valuable ideas.**
- 9) **Zakah (Known partial payment of cash wealth to the needy), and Jezyah (Payment by those who opt not to enter Islam) are paid to the Treasury to finance the governmental activities and pay for the needy. This enabled getting rid of poverty in the Nation.**

This means Islamic culture will be, and continues to be, a means for progress, but is not, in any way, a barrier.



## Features of Islamic Thought

Islamic Thought has the following features:

- 1) Its origin comes from Divine Revelation.
- 2) It defines the relations between the Creator and the Created in this life by:
  - (a) Knowing the origin of Human, how he was created and for what purpose, so that he knows the facts.
  - (b) Expressing the use of his mental ability in thinking and knowing what is around him and for what reason.
  - (c) Worship the Creator Allah (SWT),
  - (d) Placement on Planet Earth is intended to colonize and serve other Humans and Other creators such as animals and Plants.
- 3) It revolves around two factors: Knowledge and Action:
  - (a) Knowledge of what is around him, including how to manage, direct, deal, and interact.
  - (b) Action in applying that knowledge, discovering the principles of physics, chemistry to create man-made material to be used for his welfare, in addition to managing others and adopting certain behaviors and attitudes to live in harmony.
- 4) It is categorized with Justice and as a Moderation:
  - (a) Justice as a way to equality and fairness,
  - (b) A Nation that falls in the Middle: No extremism to the left or right, but always in the middle: v. 9 “And so, we made you as a Nation that is situated in the Middle to witness on people of other nations, and Mohammad will be your witness.”

## Components of Islamic Thought

Islamic Thought was built around FOUR components:

- 1) Values, Ethics:
  - The Values and Ethics form an integral part of the Islamic Culture. They represent a way of living for those placed on Planet Earth by Allah (SWT) for a reason. Some tried to undermine the importance of Values and Ethics in the management of Human affairs, assuming the scientific progress and the right performance might be achieved without them. To the contrary, it was proven in a report prepared Oct. 2003 by the International Monetary Fund (IMF) that the main reasons behind the failure of all development plans in Africa was attributed to corruption caused by inferior (ethics and religious) beliefs which spilled over to the management of such development plans and made it a failure.
- 2) Humanity: It is the human race that is considered as a whole. Allah (SWT) created them with certain qualities characterized with special features that are not available to other creatures such as: Mentality, Logic, Language and Linguistics, Kindness or Compassion for others, Philosophy to express own ideas and deep thinking of other expressions, as distinct from other species.
- 3) Scientific Approaches: This uses sciences in all aspects. Islam calls for the use of scientific theories in:
  - Investigating facts before taking them for( no e) granted.
  - Testing such theories will reveal which theory is right and which is wrong.
  - Connecting such facts to what Islam calls for in pursuit of real knowledge,
  - Thinking deeply to correlate the facts revealed to Humans through the creation of the skies and earth.
  - V.10 “Didn’t they think of themselves? Allah truly created the heavens and the Earth and what in between, for a defined period of time, and many people, to return and meet their Allah, are still disbelievers.”
- 4) Own Solid Divine Rules and Principles: It has its own rules to deal with human problems and find solid solutions for their political and public administration issues: It is thought that such two issues deeply affect the daily-life practices of all Moslems.

**Open Your Heart & Mind  
Resentment is like drinking poison  
and hoping that  
it will kill your enemies.**

**Nelson Mandella**



## A Historical Perspective to The Management Science

### Historical Background

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Planning to estimate their annual crops, check the level of the River Nile and outflows (flood), which helped them to survive at the time of draught.

Used Statistics to account for total population and the calculations of wealth to fix a tax ratio on incomes.

3<sup>rd</sup>: Devised a unique system for the Public employment that requires job specifications and descriptions; making competency as the only selection criteria for incumbents, in addition to devising a training and development program for all workers connected to a framework of a wages & salaries scale.

4<sup>th</sup>: Classifying work into specialized departments.

5<sup>th</sup>: Documentation of all their activities.

- 5) In Arabia: The Islamic Management system: This was built around Share 'a, Teaching of Islam, and Sunnah (the deeds of Prophet Mohammad (PBUH), where they devised a system for departmentalization (Dawaween) for every activity of the civic system.

The Holly Quran mentioned Management in certain verses when discussing Debts Management:

v.11 "Except when it is a commercial transaction readily conducted and managed between two parties."

And in Sunnah, where on an occasion when Prophet Mohammed was describing the Day of Resurrection is closing fast when Chaos and War will spread, men die and women will be plentiful:

h.4 {The Day of Judgment will not start until such time when a man will have to manage the requirements of 50 women.}



## Major Developments in Management Thought

### A Historical Perspective:

A historical perspective helps us because:

- 1) It clarifies our view of the present,
- 2) It allows us to explain the way things are,
- 3) It instils a sense of causation, and,
- 4) It underlines the importance of interpretation in social science.

The history of management thought starts from a search for a universal theory. Yet we see that no single theory is accepted today. Instead we have theories devised and developed at different times with applications to different aspects of the management role.

Naylor classified the Managerial approaches that have become well known and accepted in the West into the following:

- a) **Classical approach:**  
The Scientific, Administrative, Autocratic, Bureaucratic, and Democratic theories.
- b) **Humanistic or Human Relations approach:**
  - Behavioural Science and Recent Historical Trends:
  - System theory and Contingency theory.
  - Traits, Situational, Expectancy, Transactional and Motivational theories,

In addition, there are theories that have roots to Ancient Egypt or China, while the participation of Arab and Islamic scholars was very limited, due to the fact that their civilization was targeted by others, especially the Crusaders or the Mongols, who destroyed their Cultures in their cradles (Baghdad or Damascus), when they invaded their homelands and killed or slaughtered their scholars. Consequently, their priorities were mixed up and they became retroactive instead of being proactive, except for two recent endeavours:

- 4) Dr. Tariq Al-Sweidan of Kuwait, who tried to identify the reasons for the Islamic cultural decline and consequently, the Arab cultures, and started lecturing how to start a renaissance.
- 5) Prof. Abdul Aziz Abu Nab'a in Jordan, who researched and wrote his Arabian Management Theory (A), as he sees it in the prevailing management practices in the Arabic World, either for the private or the public sectors, believed that this theory is built around what is deeply rooted to the tribal law being practiced at large in Jordan, and most of the Arabian countries, especially the GCC countries.

### What is Management?

**Question:** What do managers do, in common?

**Answer:** Getting things done through people using available resources and providing direction and leadership in a good managerial system.

### What is a Good Managerial System?

A Good Managerial System should have the following features:

- 1) **The Proper Leadership:** Rigorous, enlightened, wise, and rational leadership with the right vision, mission and passion to set goals and plan for achieving it.
- 2) **The proper information** categorized with transparency and is made available to anyone who needs it.
- 3) **The proper organizational culture** that is deeply rooted and practiced in the right place and time to achieve aspirations;
- 4) **An open system** that interacts with the external environment, systems that affects and being affected by others and conditions, within the scope of mutual interests.
- 5) **The proper environment** (Premises, Markets, Industry, Economy, Staple political system with the right legislation.)
- 6) **A reasonable fit** between the organization and its environment that motivates competition in a free market mechanism.
- 7) **A Road-map (plan)**, categorized with clarity and ease to understand, with defined goals measured to set standards such as: A specific margin of profit, A market Share, A reasonable Rate of Return on Investment (ROI),



- 8) A satisfaction level between all working in the organization, that serves the mutual interests of all (employees and the organization).
- 9) An equitable job description that defines the Tasks, Duties and Responsibilities clearly evading grey areas.
- 10) An equitable salary scale that is fair and competitive enough to attract and keep the best fit employees with the right incentives to motivate.
- 11) The proper Selection system to choose the best fit staff, based on competences and the right person in the right job.
- 12) A social system that looks after the interest of the group as a whole.

## Management Definitions:

John Naylor describes management as the process of achieving organizational objectives, within a changing environment, by balancing efficiency, effectiveness and equity, obtaining the most from the available limited resources, and working with and through other people.

Mary Follett described management as the art of getting things done through people

Steve Covey described management as the function of doing things in the right manner, while, leadership is the function of doing the right things.

Prof. Abdul Aziz Abu Nab'a defined management in his book: "Arabian Management Theory (A)" comprehensively as: "Management is the Art of using all the functions of Management deploying its resources in a rational way to achieve preset goals in a changing environment, with utmost efficiency." In general terms; Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources rationally.

There are three main ideas in this definition:

- 1) There is a rational leadership,
- 2) That uses the managerial functions of: leading, planning, organizing, direction and controlling,
- 3) Deploying the available resources to achieve the set objectives,
- 4) With rationality, efficiency and effectiveness.

## The Process of Management

In any organization, the available resources (land, Labor, capital, and enterprise) are used by the management to achieve set goals, while practicing effectiveness in performance. Sometimes, resources are classified as 4M's: Man, Money, Materials, and Management,

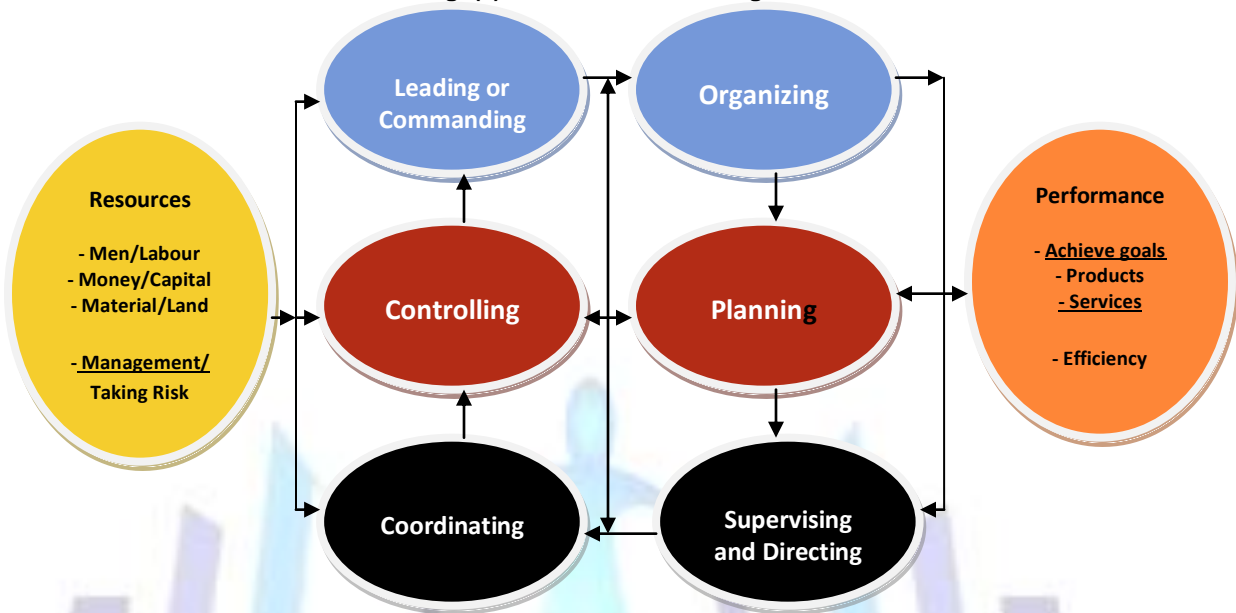
This means that any organization needs humans, in the form of labor and management, to attain its goals. This requires practicing all the functions of management, which are: Commanding, Coordinating, Controlling, Organizing, Planning, Directing, Supervising and Control.

Some authors in management summed them up into four main functions: Planning, Leading, Organizing and Controlling (PLOC).

Some management theories, however, identified additional management functions, such as: staffing, communicating, decision making, directing, supervising, and coordination, while some others classified it in the 3COPS:

- Command (leadership),
- Control,
- Coordinate,
- Organize,
- Plan, and
- Supervision.

Fig. (1) The Process of Management



### Management Hierarchy - Level and Skills

Managers are responsible for different departments. They work at different levels in the hierarchy, and meet different requirements for achieving high performance.

#### a) Vertical Management Levels: (The Tall Hierarchy)

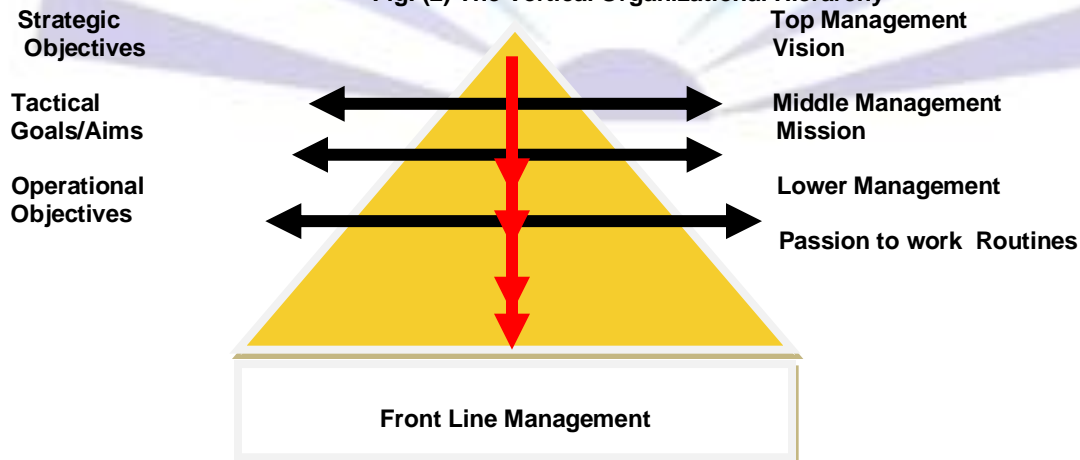
It is considered an important determinant of the manager's job that defines the relationships with the other levels.

There are three levels in this hierarchy:

- 1) **Top manager:** Manager who is at the top of the organizational hierarchy and is responsible for the entire organization.
- 2) **Middle managers:** Managers who work at the middle levels of the organization and are responsible for major departments.
- 3) **Lower managers (Supervisors):** Managers who are at the bottom of the hierarchy and are responsible for the routine day-to-day work.

Inter-relations created by this hierarchy are sometimes referred to as: Line Relations: Line managers are responsible for the manufacturing and marketing departments that make or sell the product or service.

Fig. (2) The Vertical Organizational Hierarchy



The Organizational Hierarchy: Management levels vis-à-vis decisions

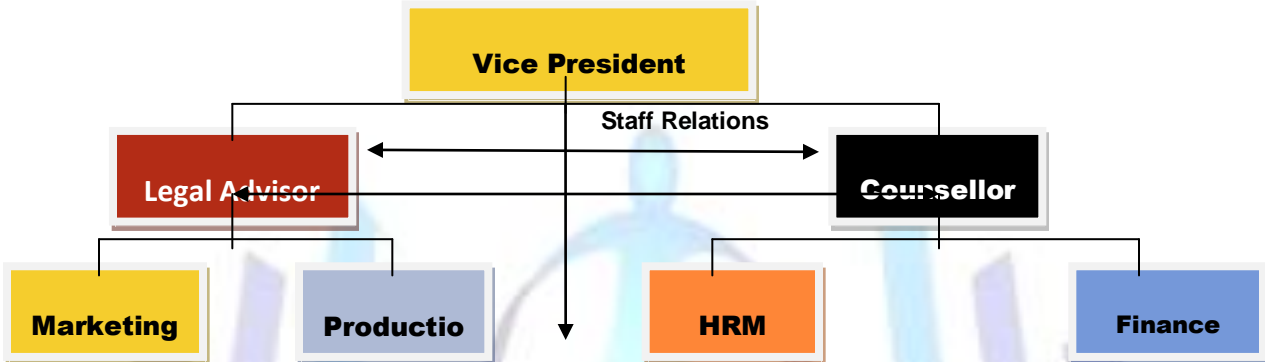
In such Hierarchy:

- Commands flow from upper levels to lower levels.
- Feedback/Requests flow from lower levels to the upper levels.
- Consultations flow in all directions: horizontally and vertically between the same level and up/down or down/up.
- Communications flow in all directions.

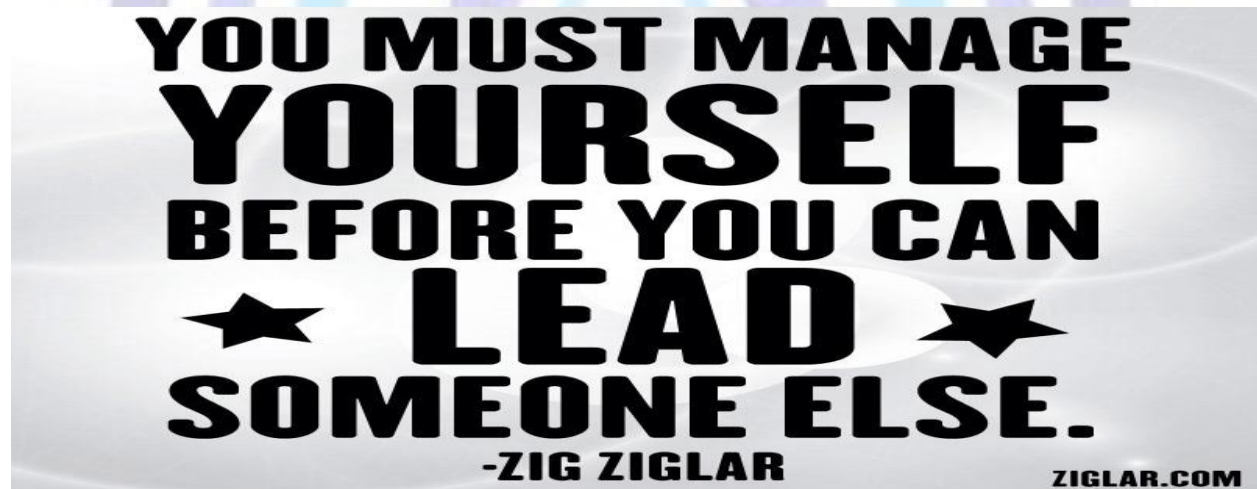
b) Horizontal Management Levels: (The Wide Hierarchy)

Another, widely used hierarchy is the horizontal: As the other major difference in management jobs occurs horizontally across the organization.

Fig. (3) The Wide Horizontal Hierarchy



Inter-relations created by this hierarchy are sometimes referred to as: Staff Relations: Staff managers are in charge of departments such as finance and human resources that support line departments.





## Characteristics of Good Managers

What makes a good manager? Can anyone become a good manager?

Are the qualities of leadership limited to just a few people?

Why are some managers so much more successful than others?

There are no easy answers to these questions. There is no general agreement on whether 'good managers are born' or 'good managers are made by training'.

There are some general understandings that good managers are likely to have some, or all, of the following qualities:

- 1) **Intelligence:** To understand difficult ideas and to deal with different issues.
- 2) **Initiative:** To suggest solutions to problems and to take control of situations.
- 3) **Self-confidence:** To lead others and to set an example.
- 4) **Assertiveness and determination:** To take command of others and to push through ideas and policies to their conclusions.
- 5) **Energy and enthusiasm:** To set high standards of effort and involvement so that others are encouraged to act in similar ways.
- 6) **Risk taking:** To analyze, compare and decide on risks that are for the benefit of the firm in the long run.

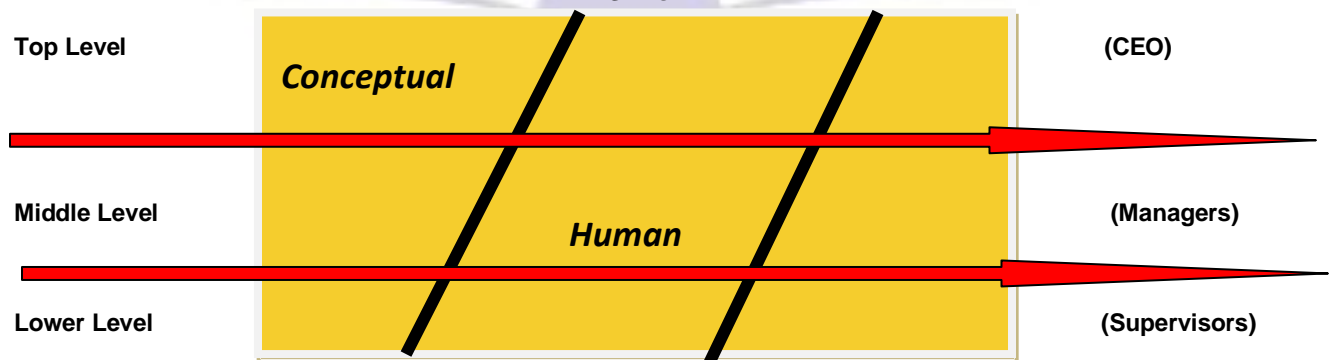
## Managerial Skills

A Manager's job is complex and multidimensional, and requires a range of skills.

The necessary skills for managing a department or an organization can be summarized in three categories:

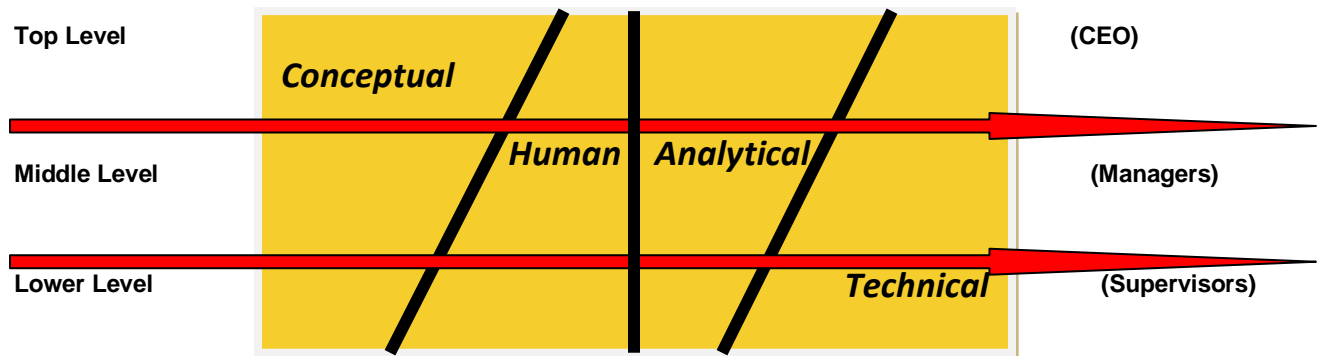
- a) **Personal Skills,**
  - b) **Managerial Skills,**
  - c) **Behavioral Skills.**
- a) **The Personal Skills:**
    - 1) **Conceptual, Administrative or Cognitive skills:**  
Cognition aims to create a general sense of knowledge, concepts, administrative issues of the organization, as one unit, and see the relationship amongst its parts.
    - 2) **Human or interpersonal relations skills :** The ability to:
      - 1) Work with individuals and teams and make the proper relations.
      - 2) Join them to accomplish set goals, or,
      - 3) through them by delegating authority, and
      - 4) to work effectively as a group member.
    - 3) **Technical skills:**
      - 5) To understand the technical terms of his specialization.
      - 6) Be proficient in the performance of specific tasks.
      - 7) Understanding the processes relevant to the products or services that the organization performs.

Fig. (4) Personal Skill Distribution at Various Management Levels



- 4) Analytical/Diagnosis Skills are those skills that use logic in looking into available information to investigate and come out with a new concept or decision to solve a problem.

Fig. (4-A) Personal Skill plus Analytical/Diagnosis Skills



- b) **Managerial Skills:**
- 8) Managing Self and People,
  - 9) Time Management,
  - 10) Stress Management,
  - 11) Meetings Management,
  - 12) Negotiations, etc.
- c) **Behavioral Skills:**
- 13) Positive & Creative Thinking,
  - 14) Emotional Intelligence,
  - 15) Controlling Anger,
  - 16) Decision making,
  - 17) Problem Solving, etc.



Systems Theory  
&  
Management Thought

**A good leader can engage in debate  
“frankly and thoroughly”  
with his rivals knowing that at the end  
he and the other side will be closer  
and will emerge stronger.**

**Nelson Mandela**

## The New Classical Managerial Theories

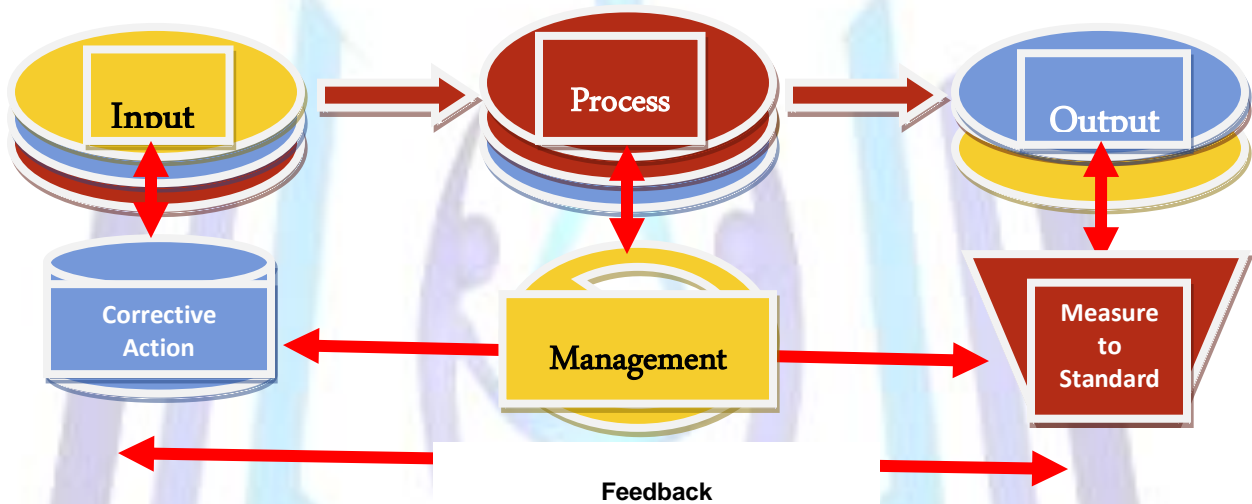
### 1) The Systems' Theory

Organizations are seen as complex systems of Inputs, Processes and Outputs which are designed to solve human-problems of scarcity, demand and supply of goods and services.

Such organizations use rigid main systems, that cannot be broken, consisting of the components and framed together to show how the problem can be solved.

Such frames consist of sub-systems (either it is organizing, or managerial, or financial or marketing or labor related, etc.) that follow the same routines and are integrated with the main systems and supported by the feedback.

Fig. (5) The System's Theory



### 2) The Classical Management Theories:

#### a) The German Bureaucratic Theory:

Max Webber (1864-1920) started this official management theory in Germany trying to arrive to an organizing system using bureaucracy based on: Division of Labor, Equity of Duties and Responsibility, and secular unity. This enabled a match of workers' and the organizational interests, defining precisely the scope of work in a documentational system for all procedures and practices used to do the work.

Bureaucracy means a formal organization, where jobs are managed by written instructions to achieve set goals. Unfortunately, it evolved into a routine that caused the delay of executing assigned tasks, due to following such instruction to the letter, especially in large organizations.

#### b) The Scientific Theory:

Fredrick Taylor was a pioneer in using this theory, whereas the scientific approach was used in measuring time and motion in solving production problems and decision-making. This theory is based on experiments and the registration of events, then analysis to arrive to the perfect performance.

Statistics was used in this analysis to test such performance in accordance with work schedules that enable increasing efficiency and productivity. This theory undermined the human factor.

c) **Human Relations Theory:**

While the Scientific Theory undermined the Human factor, this theory satisfied and dealt with the human needs as a means of motivating workers for higher productivity, profitability and ROI. The most important factor of this theory was the Human Factor before Machines and Procedures. A nonformal human relations channels were started so as to enable workers to get involved in decision-making, which leads to satisfying their aspiration for self esteem, appreciation, self actualization which resulted in Psycho-satisfaction and higher productivity as projected in the following theories:

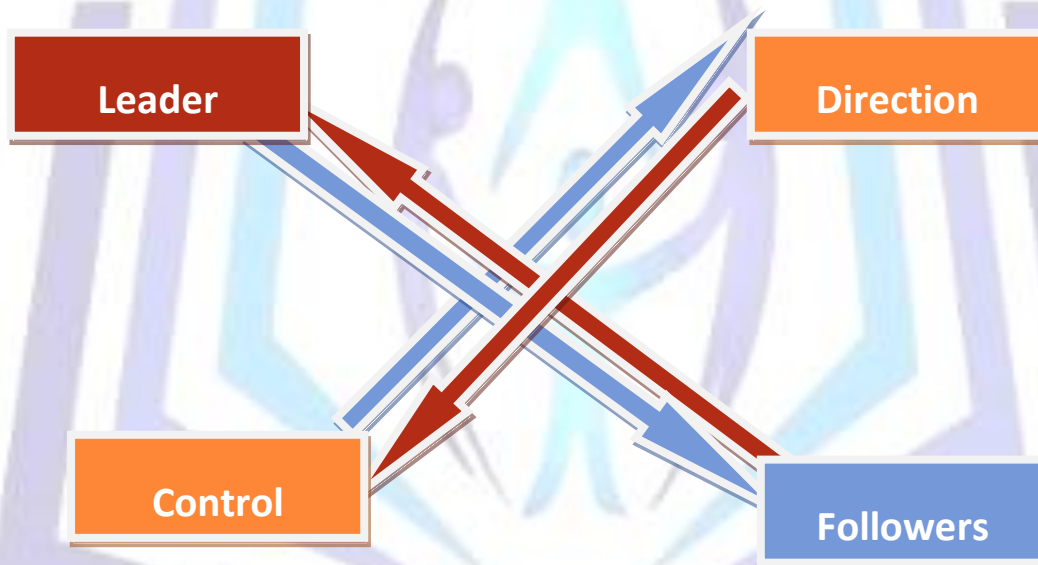
18) The Human Needs Theory: Maslow's needs hierarchy was the basis for satisfying the workers' needs on five levels:

- The Basic Needs,
- The Safety & Security Needs,
- The Social Needs,
- The Ego or Self Esteem Needs, and finally:
- The Self Actualization Needs.

d) **Behavioral Theories: The USA (X & Y) Theories, and The Japanese (Z) Theory.**

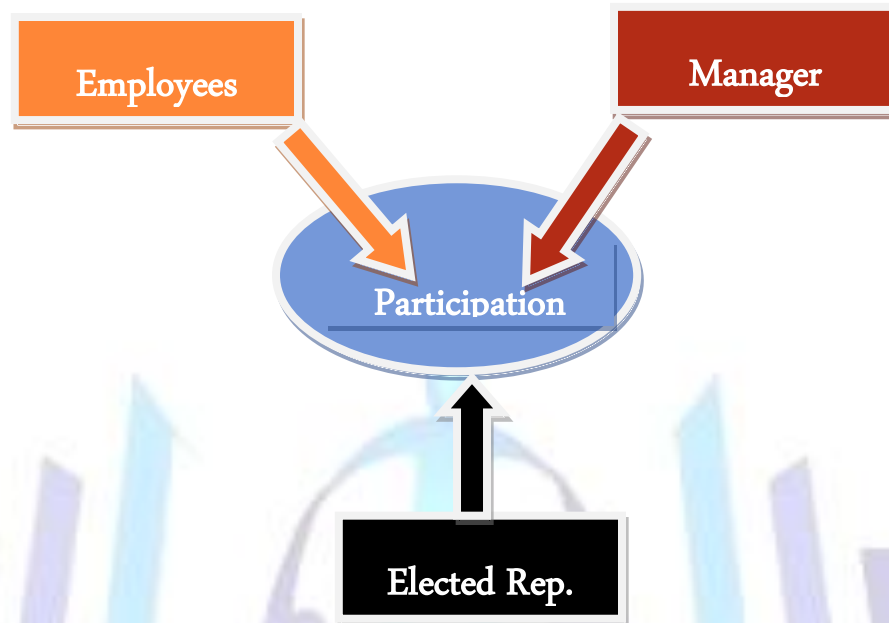
i) The X Theory (Autocratic & Bureaucratic behaviors) was built around the assumption that Workers are irresponsible and need direction and control. They are like machines that can be prompted by pressing a button.

Fig. (6) The X Managerial Theory



ii) The Y Theory (democratic and participative behaviors) was built around the assumption that workers are responsible humans that can be entrusted and left at their own to work efficiently. They should be allowed to participate in decision-making through their selected representatives in the Board of Directors who will try to serve their interests.

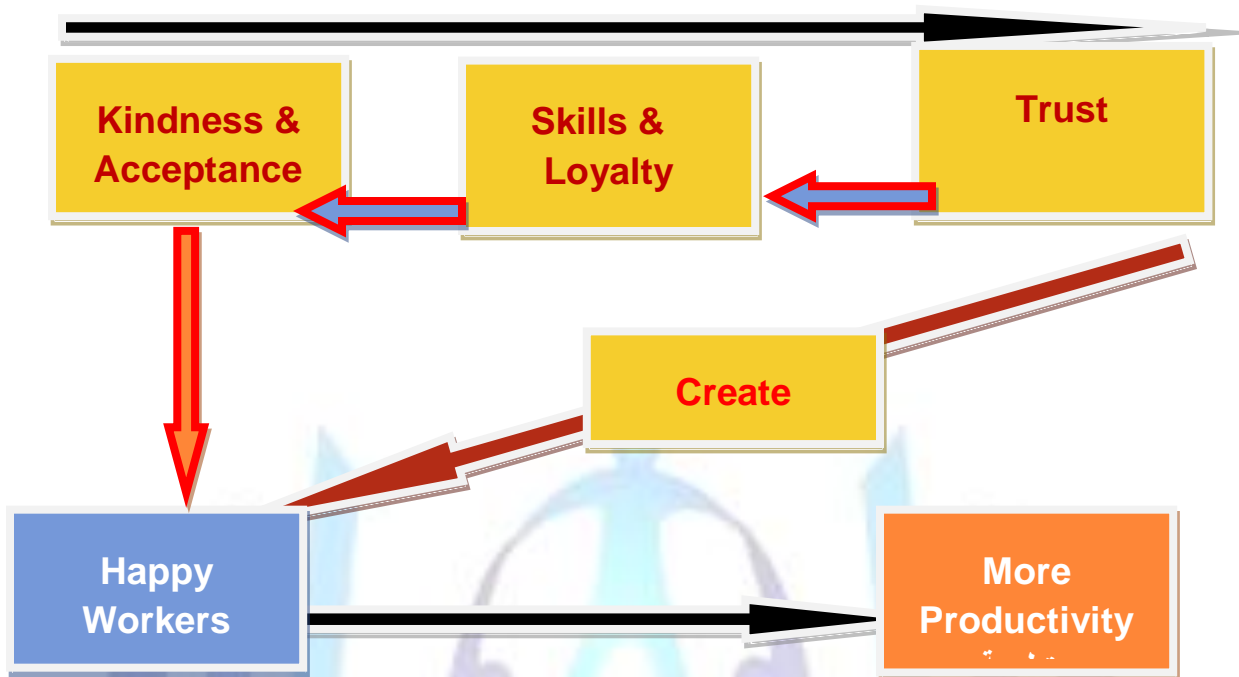
Fig. (7) The Y Managerial Theory



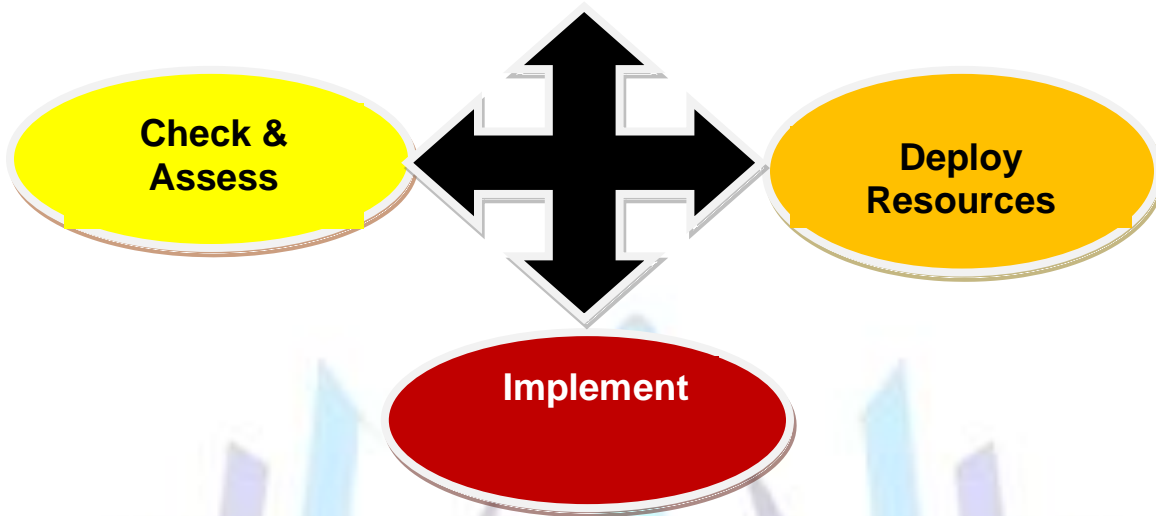
iii) **The Japanese Z Theory:** This theory deals with the productivity issue, where the Japanese excelled in this field with their knowledge, technology and administrative systems that created dedication from satisfied and happy workers. They believed that a Satisfied worker is a Productive worker; thus worked on that direction to avail the right environment that will make the workers happy and satisfied through incentives and cooperation, to appoint where the Japanese workers are less likely to take their leaves, and they insist on keeping working instead. In the short run, Managers encourage stakeholders to make workers happy; while in the long run, they prevail advancement opportunities. Such simple theory is based on three main behavioral issues:

- (1) Trust
- (2) Skill & Loyalty
- (3) Kindness & Acceptance

Fig. (8) The Z Managerial Theory



- e) **Tele or Homeworking Theory:** This theory originated in Japan, when the Japanese Management sensed how much time is lost in transit for all workers trying to join their work in their organizations due to the congestion factor and transportation means. Instead, they explored the possibility of using the Internet surfing the respective web pages of the organization, selecting the proper tasks to be completed, do it, and send it through the Internet. This showed a huge saving in time, energy and expenses. Consequently, they adopted this theory, which enabled Japanese workers to stay at home, or where they are; either in a part or travel or visit, do the job and live happily with their dependents or loved ones. Productivity was increased, while other savings were achieved due to the use of the retired or job sharing and so on.
- f) Under the same title, there are so many theories such as:
- 1) The Management By Objectives Theory (MBO) 4 steps:
    - a. Setting the Objectives within a plan
    - b. Deploying enough resources to implement
    - c. Executing the plan to achieve set objectives
    - d. Check achievements to standards and develop



2) **The Motivational Theories (MRA):**

Motivate



Retain



Attract

3) **The Parental or Paternalist Theory:** Where the leader deals with his subordinates as if they form one family, or as a parent: He provides them with the right advice and cares for them.

4) **The Free Reign Theory:** Where the workers are given the freedom to perform the tasks assigned to them (when, where, and how to do them) provided that they are done within the scheduled time and process.

5) **The Expectancy Theory:** Where productivity is connected to what the workers expect as rewards or appreciation.

g) **The Traits Theory:** It is built around the leader's personality:

1) **Personality (A)** who is categorized by cleverness, aggression, and uses all sorts of approaches to achieve his goals, including Machiavellism.

2) **Personality (B)** who believes that there is a super power that controls his destiny (Locus of Control) and surrenders to what was planned from the super power.

3) **Personality (C)** which believes in hardwork and proper ethics to achieve goals within the motive, time and place framework.

h) **Situational Theory** which was built around the prevailing situation and the conditions that will define what managerial behavior to use.

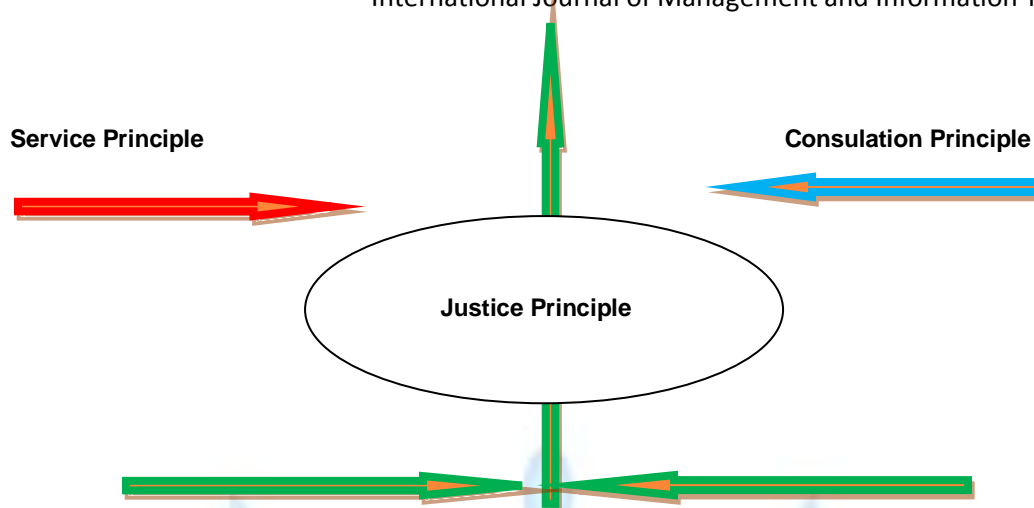
i) **Environmental Theory** which was built around the system's theory while taking the internal and external, or micro and macro environments into consideration; what happens in the environment will affect the management practices in use.

j) **Transactional Theory** which was built around the exchange of interest, which depicts how to manage and how to respond to instructions. Workers are transacting their work and effort with the incentives or interests being fulfilled by the organization. When a balance is hit, then we should expect high productivity and a higher ROI.

k) **The Arabian Management Theory (A):** Professor Abdul Aziz Abu Nab'a believes that the tribal law still prevails in most of Arab and Islam countries, especially in Jordan, GCC countries, where the leader or the Manager still performs his duties as a head of a tribe, which implies that he is there: to serve, to consult and to bring justice. This theory was built around those three principles.

Fig. (9) The Arabian Theory (A)





When the manager exercises the three principles, he is fit to lead.

### The Effects of Environment of Management:

Most of the management theories, in general terms, and the German, USA, Japanese theories in particular, didn't tackle the effects of environments on manager/leaders environments in forming their lives and work-related condition.

Arab/Islamic Managers are really facing hardships when they graduate from the most reputable Universities, when they return home to practice the most up-to-date theories exercised in the West, due to the cultures, customs, people and conditions formed over centuries in their homeland.

Such Classical Theories were initiated and practiced in different environments than the Arabian and Islamic environments.

None of the theorists claimed checking the importance of the environmental influences on the Managers' mentality and behaviors.

Most of such theories, with different approaches or shades, only focused on the organization and achievement of their objectives:

- The Bureaucracy focuses on written procedures, as a way of simplifying things.
- Human Relations focus on the work conditions and how to improve it.
- The Scientific issue focuses on productivity while testing time and motion.
- The American theories focus on the workers' behaviors and creating trust.
- The Japanese theories focus on how to create a happy worker.

Henry Fayol referred to the influences of certain factors that cause success or failure of organizations by saying: "The success and failure of any organization is caused by the success or failure of its Manager/Leader." But, he did not mention the workers, nor the surrounding internal or external environments in spite of their importance."

The Manager/Leader's will and persistence leads to success; He is the one who creates the proper conditions, as well. At this point, we shall focus on the will and ability to control the surrounding conditions and environment.

"Such conditions and environments shape the Manager's behaviors, personality, understanding, customs and culture which, in turn, help him to succeed or fail."

In the Islamic culture, there is a saying: "Don't allow the conditions shape your future, change the conditions to how you want your future be shaped."

### The Micro & Macro Environments:

When we speak about the micro and macro environments surrounding Management, we mean:



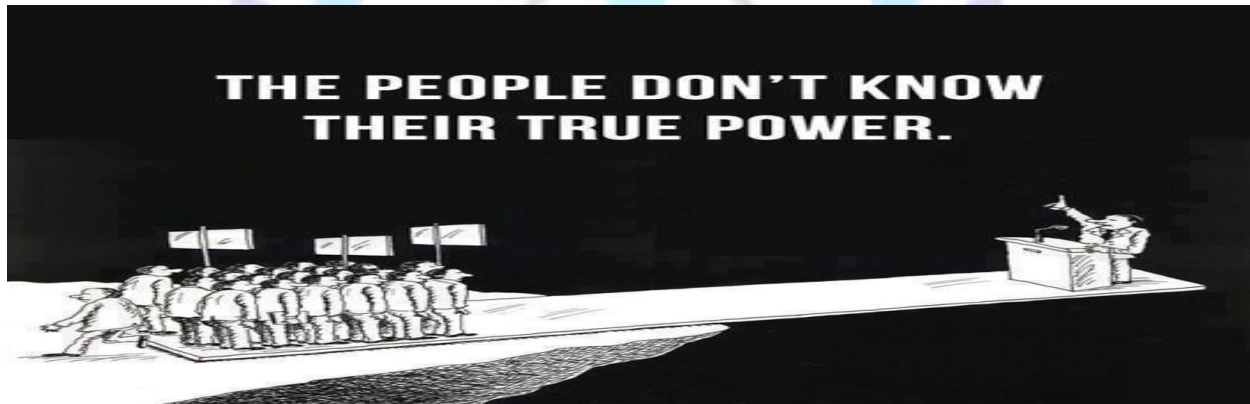
- 1) **The Micro environment: The internal environment of the organization: The Workers (Followers), the premises, the setup, the hierarchy, the policies, the procedures, etc.**
- 2) **The Macro environment: The external environment surrounding the organization: The community, the family, the tribe, the economy, the competition, the suppliers, the buyers, the customers, and the legal, political, social and technological systems, etc.**

Their effects are tangible and make the difference between success and failure. Therefore, they should be reinspected and rechecked for their effects in shaping or forming the Managers' ties to their roots, cultures, values, beliefs, and religion; to enable diagnose and identify the problems they are facing and solve them.

If they don't adapt to all such challenges promptly, all their efforts will go in vain.

Professor Abu Naba'a added: "We don't have to stick literally to the Arabian Management Theory (A) or the Comprehensive Islamic Management Theory (I) or the other theories just discussed; Instead we should select what is practical and good to fit our culture to enable face the challenges facing the Islamic Nations.

It is wise to have our own theory of management, but it is wiser to merge it with other theories and integrate what is positive from other theories, to enrich and modernize.





Deficiencies  
of the  
Classical Managerial Theories

**I learned that courage is not  
the absence of fear,  
but, the triumph over it.  
The brave man is not the one  
who doesn't feel afraid,  
but, the one who conquers that fear.**

**Nelson Mandela**



## Deficiencies of the Classical Management Theories

The main reasons behind the failure (categorized as deficiencies) brought about by The Classical Management Theories are summed in the following:

- 1) Methodological Reasons:
- 2) Environmental Reasons:
- 3) Belief Reasons:
- 4) Human Reasons:
- 5) Time Reasons:

Accumulated experiences revealed that, such deficiencies are attributed to impracticability of such Administrative theories, under whatever name called, either: The Traits Theory, or, The Situational Theory, or even The Behavioral Theory.

Such theories did not bring about the expected outcomes claimed by the theorists. They failed to bring in the promised successes in dealing with the different aspects of Management, but instead, brought about frustration that fired back on all users.

- 1) **Methodological Reasons:**  
Where all core objectives of such theories were focusing on the outcomes or the results-oriented, (such as profitability and productivity), undermining human related factors or objectives (such as: The Human needs and their aspirations).
- 2) **Environmental Reasons:**  
Most of the classical theories didn't pay enough attention to the environmental factors that surrounds the organization (such as Pollution of the natural environment, or, Destruction of the ecological balance.) which resulted in the death of the green cover and the loss of the major origin for the vital Oxygen and Carbon Dioxide, caused major typhoons and hurricanes that killed tens of thousands of people and animals, which could have been evaded.
- 3) **Belief Reasons:**  
This is immanent in the man-made secular theories which failed to tackle the spiritual aspiration or beliefs and ethics of religious people into consideration. This had resulted in the spread of corruption, bribery, falsification, etc.
- 4) **Human Reasons:**  
The Human greed and the rush for Wealth creation resulted in exhausting finite natural resources, undermining the future needs for next generations. Humans categorized with colonization, power and super race, started to invade other countries, either to colonize, control, or exploit mineral resources to accumulate more wealth, which resulted in impoverishing such invaded countries. This devilish thinking and practices led to wars, poverty and misery and caused disasters committed by the strong on the weak.
- 5) **Time Reasons:**  
What suits a certain era doesn't suit another, and whatever meets the satisfaction of one group at a certain time doesn't satisfy other groups. This is due to changing conditions over time and changing human aspiration, as well.



## Can Islamic Thought Remedy such Deficiencies?

If such theories are re-studied and integrated with the Islamic Thought that is based on the Divine Revelation to Prophet Mohammed (PBUH) in the Holy Quran, only then, we could come out with a theory that can serve Humanity at all times and places.

This is not a call of fundamentalism, or a call for self defiance, but a call to integrate knowledge, religion and all thoughts into one theory that can be tested thoroughly to check reliability to serve Humanity.

The Islamic Theory which was partially used once upon a time in the Islamic Empire, surprised everyone with its outcomes:

- No corruption what so ever was found,
- A rational leadership was in charge and used Divine Teachings
- Application of self control was able to build a civilization, faster than expected.

A close look on the Malaysian, Turkish and Dubai pioneer successes in using the Islamic Thoughts made them a Model.

There is no corruption( no s ) or misuse or ill deeds, but a rational leadership, with proper planning, using Divine Teachings and self supervision resulted in a development at all aspect (Economical, Political and Social) to be placed at the top of developed Nations' list; which surprised all financial and economic expectations.

Most of the Islamic Nations, thanks Allah, are favored with a lot of resources and potentials:

- 1) Its location is at the hub of the commercial activity forms a strategic location that is not available for plenty of nations.
- 2) Its mineral resources are plentiful, either known or hidden, which is self sufficient and avails much for export to the international markets.
- 3) Its human resource has been considered gifted with the right mentality, dedication and faith. That is why this Nation is honored to be the spiritual leader of mankind, as they were the subject of the Divine Revelation of Islam and was ordered, then, to carry the message over to all Humans.
- 4) It had practiced the Islamic Management in ancient times, and is ready to take over again and lead the process.



Introduction  
to  
Islamic Management

**What counts in life  
is not the mere fact that you have lived.  
It is what differences you have made  
to the lives of others.  
That will determine the significance  
of your leadership.**

**Nelson Mandela**



## The Islamic Management

### Definitions of Islamic Management:

- 1) It is a management system that all users (Leaders and followers, any gender, any race, any language) follow which is based on Divine Revelation and categorized with faith and knowledge, to perform their tasks in an Islamic environment.
- 2) It is that management system, where individuals do their assigned jobs and functions in accordance with the Islamic Share'a which depicts the following:
  - 1) All users practice Quranic Ethics, values and beliefs.
  - 2) All, from top to bottom of the hierarchy, execute its functions (Planning, Organizing, Directing and Control) through self control and relevance to Islamic teachings.
  - 3) The ethical teachings are standard and don't change with the change of the job or task.
  - 4) Islam calls for using science, knowledge and belief simultaneously, and whenever possible.
  - 5) It is a system to be followed, which is considered the highest and most applicable to the Islamic Society that is created to provide decent life for all Humans.

### The Principles of Islamic Managers

Samarah (2000) articulated the following principles that must be available in those who will assume Islamic Management, or Leadership responsibility:

- 1) The Right Mentality, Cleverness, Cognition, and Tactfulness:
    - 6) The right mentality to understand and abide to Divine Revelation.
    - 7) The Cleverness and Tactfulness to help lead and manage, plan and coordinate, define and deploy resources in a smooth flow of work, at the most economical levels of costs effectiveness and within the time limit.
- v.12 Allah (SWT) said: "All such signs and proofs are given to those who can understand."  
"These are examples given to you, but only understood by those with the right mentality."

A prerequisite for one who's taking a leadership position is to be clever enough, practice tactfulness, lead, and inspire his followers in teams toward quality performance, in order to achieve set objectives.

In addition, there should be a level of intelligence that enables them decide, debate, judge, and convince.

Their Knowledge and full understanding of the prevailing conditions will enable them be in charge.

Allah (SWT) described Talout as:

v.13 "He was given extra knowledge and the extraordinary bodily features to lead."

- 2) The Right Belief: Works in light of the Islamic Teachings:  
Leaders in Islam work in light of the Islamic Revelation.  
Such Teachings are directives to Humans to do what is good for humanity. It is a collective effort to achieve a lawful objective or objectives.

v.14 "O Believers, don't take the Jews or Christians as allies, as they are allies to each other.  
Who allies with them is one of them."

- 3) The Right Ability and Competence:

Islam requires that the one taking responsibility should have the right ability.

h.5 Abu Thar Al-Ghafari, asked Mohammad (PBUH) to appoint him in a public position.  
Moahmmad touched his shoulder and said: "O Abu Thar, You are light hearted, It is a trust that is accountable for in the Day of Judgement. A responsibility, and might lead to regret and sorrow, except for those who carry it competently and do what is to be done responsibly."

v.15 Allah (SWT) says: "The best you can hire is the strong and the honest."

- 4) The Right Dedication & Trustworthiness:

Acceptance of the responsibility and perfection of performance, are two traits that Islam puts forward to doing an assignment to satisfy Allah (SWT). Dedication requires hardworking and perfection, without direct



supervision from others, except self control, as a prerequisite for asking the acceptance from Allah (SWT). It is the intentions that lead the life of the Moslem:

h.6 Mohammad (PBUH) said: "Three things that A Moslem's heart doesn't reject: Dedication to work to meet Allah acceptance, Advice to Imam (Leader) of Islam, and, Work for Next Life. Those who work for this life, Allah will make( no t ) them poor, and their deeds are not accepted, and they don't get more than what they are entitled to, while, those who work for their everlasting life, Allah will make them feel rich, and HE will accept their deeds, and they will get whatever they need from this life."

5) The Rights Kindness and Patience:

Leadership is an activity between the Leader and his followers to achieve a certain goal collectively. The Leader's mission is to positively inspire and influence his followers in a certain direction to achieve such goals. This interaction, between the Leader and his followers create friction and frustration. If the Leader doesn't have the right kindness and patience, he will face serious problems, and might loose control and cooperation. This will have drawbacks on quality and perfection if not on dedication.

When the right mood and loyalty are created, they will achieve their goals in harmony. Allah (SWT) says in the Holly Quran:

v.16 "You are the kind and rationally wise."

v.17 "Abraham was characterized with patience and dependence on Allah."

6) The Right Planner, goal setter and Decision-maker:

Good planning needs time and patience.

h.7 Mohammad (PBUH) said: "Allah, When someone is assigned to lead other Moslems in my Nation, and used power on them, use power against him, and when someone uses kindness with them, be kind to him."

7) Using the Right Mercy and Leniency:

These are two values that are implanted in living creatures. Those who have mercy and leniency should practice it on others, as well as on themselves. Any one uses them creates adhesion, kindness, and loyalty between leadership and followers.

v. 18 Allah (SWT) say: "It was a mercy from Allah that became lenient to them. If you were stubborn, and hard hearted, they would have left you. Pardon them, ask Allah to Pardon them and Consult with them. When you decide on a matter, go ahead and depend on Allah to help you. Allah likes those who depend on him."

h. 8 Mohammad (PBUH) said: "Those who practice mercy, Allah practices Mercy on them. Therefor, show Mercy to those on Earth; so that Allah will show Mercy on you in Heavens."

8) The Right Justice and Bewareness:

When exercising justice in the right bewareness, knowing that Allah watches closely all our deeds, respect is created, and loyalty to execute all his orders will prevail.

v. 19 Allah says: "O Beleivers, Beware of Allah the RighBewareness."

v. 20 "Be Straight as ordered, and all those who followed you, but don't be a tyrant, Allah sees you."

9) The Right Consultation:

Consultation is one of the basic principles in Islamic & Arabian Management. Leaders, who get the participation of their followers, get them depply involved in decision-making, and in the implementation of that decision to succeed.

Moral, which reflects positively in higher productivity, increases.

Consultaitons create favorable atmosphere of unity, formality, cohesiveness, and loyalty. In addition, teamworking will be enhanced.

v. 21 Allah (SWT) says: "Consult them in the Affair."

v. 22 "Their Affairs are shared between themselves =consultative."

10) The Right Humility:

Humility means submission and abiding to the rights, away from vanity and self admiration. Humility is self control away from self admiration, caper and vanity by self awareness

v. 23 Allah (SWT) says: "Next Life in Heavens is given to those who don't show highness or havoc on earth."

11) The Right Strictness:

Strictness is persistence to control affairs to achieve the best results. Strictness in applying rules of equity. Strictness in abiding to the Divine Revelation. It could also mean, anticipating conditions before occurance and making the organization ready to face the challenges and avoiding catastrophic results,

12) The Right Development to upgrade abilities & Skills:





**Perfection and adaptation need increasing knowledge and acquiring the necessary skills.**

v. 24

**Allah praised those who are knowledgeable by saying: "We will raise those knowledgeable to a higher step, but over all, those who know that Allah is the most knowledgeable."**

v. 25

**"Ask those who know, when you do not know."**





## The Islamic Management

### Dimensions & Features

Smarah (2000) listed Islamic Management in Four Dimensions and Five Features,

- 1) Four Dimensions:
  - a) **The Spiritual Dimension:** Islamic Management doesn't separate between religious and material affairs: both are connected and interrelated.
  - b) **The Humanistic Dimension:** Islamic Management honors Humanity, and looks after its needs, as it is a disciplined activity following Share'a and the Human is the focus.
  - c) **The Value Dimension:** Islamic Management requires Individuals and Islamic community to take into account the following values: Material, Humanistic, Creative, Spiritual
  - d) **The Cultural Dimension:** Islamic Management is centered around revelations or Divine Teachings which revolves around the right ethics: Mohammad said: "I was selected to be Messenger, so that I complement the noble Ethics."
- 2) Five Features:
  - a) **Has an Identity:** It is based on the Islamic Religion, and abides to all its teachings and processes.
  - b) **Has a System:** It is derived from a solid system which was created by Allah (SWT)
  - c) **Has a Discipline:** It is based on consultations among all constituencies of the system.
  - d) **Has Internal Controls:** All general affairs are practiced with self control and in accordance with the depth of the individual's belief.
  - e) **Has an Approach:** It calls for applying simplicity, practicality, and easiness in the Islamic Rules to be understood and used, thus avoiding embarrassment in executing work or performance in totality.



f)  
**Tasks, Duties & Responsibilities (TDR's) Depicted in Islamic Management:**

- 1) Intensive call (Da'wa) for all humans to convert to Islam;  
v. 26 Allah (SWT) said: "Islam is the only Religion of Allah."
- 2) The execution of the Islamic Share'a brings internal peace and security in the course of fulfilling the following FIVE needs:
  - a) Need to protect your religion to practice freely,
  - b) Need to protect self: punishing those who kill any human (but when it is allowed by the religion), including killing oneself.
  - c) Need to protect brain for proper thinking and use: Not allowing drinking Alcohol or taking drugs.
  - d) Need to protect decedents: Organizing sex interations through marriage, and not allowing free love with the other sex.
  - e) Need to protect own wealth: Not allowing confiscation or stealing any wealth items from others.
- 3) The smooth running (Management) of the Public Sector to enable comprehensive development on three aspects:
  - a) Political development abiding to Share'a (Islamic Teachings) and the use of Shora (participation in decision-making)
  - b) Economic development by encouraging individual innovative and creative involvement, protecting intellectual property, in addition to the collective collaboration.
  - c) Social development by planning all social activites including the formation of families, settlements, cities, etc.
- 4) Availing Safety and Security for all by securing:
  - a) Rational use of Natural resources,
  - b) Balance between Efforts exerted in Work and Outcomes,
  - c) Call for the Good practice and rebel Bad ones.
  - d) Use Justice and avoid injustice.
  - e) Practice Equality and fairness.





## A comparison between: Islamic-Divine Management and Man-made Management

Islamic Management usually referred to as (Divine Revelation earlier) is: “All such functions and activities that are executed in accordance with the Islamic Share’a.”

” Share’a” is built on the principles of Islam that were derived from the Holy Quran and the Sunnah, in the form of: beliefs, worshipping, and such good practices that bring benefits to Human-kind and avoid corruption.”

In accordance with this definition we can differentiate between the two (Divine and Man-made) Managements in terms of:

Table (1) A Comprison Table

A Comparison between the Islamic Management Theory (I) & Democratic Management

The Criteria	Divine or Islamic Management	Man-Made Management
The Thought System	Deals with both the material and the spiritual matters, using rationality and deep thinking practices in balancing the good and the bad for the welfare of Humans.	Deals with the material side, forgetting about the spiritual. This created a spiral that led to cyclic ups and downs.
The Aims & Objectives	Requires complete surrender to Allah Al-Mighty as his obedient servers: to work hard in the material life as if you were immortal, and for the next spiritual life as if you were to die tomorrow to deserve Heavens (Slavery for Allah).	Requires obedience to the organizational leaders, abiding to their instructions to achieve their goals that are built around profitability and ROI. (Slavery for Humans).
The Means Used	Controlled by the Share’a: what conforms is good, and what is against should not be used.	Using the Mechaville aspiration (The ultimate result depicts the Means) allowing use of any means to arrive to the objectives, without ethical controls.

Table (2) A Comprison Table

Islamic Management Theory (I)	Democratic Management
Islamic Management thought originally is derived from Divine Teachings, revealed to Humans to enable manage their activities to the best of their interests and to please Al-Mighty Allah.	Democracy Management was man-made to enable place representative in higher hierarchical levels in Management - elected by the majority – to participate in decision making,
Islamic Management has two objectives: material and spiritual. The Material objective is to accomplish a better life for all Humans within Divine Teachings. The Spiritual objective is to see that what is practiced in this life should qualify you for a better life in Heaven, otherwise to Hell.	Democracy Management has one material objective: to accomplish welfare for all Humans while they live. This created Power and Authority of the capital wealth, and left the means to accumulate wealth to the Humans who use all sorts of means to accomplish that, ethical or unethical.
Islamic Management entails individual freedom within the collective interests of the whole Islamic community, and within set ethical behaviors.	Democratic Management is primarily built on individualism and full freedom.
Islamic Nation has the right to select its Leaders through Shora following the Divine Teachings.	Democratic Nation has the right to elect its Leaders in accordance with the written chapter of their legislative laws, created by Humans.
Islamic Nation is a group of people share the same religion. It doesn't take the geographic boundaries, race, language or customes into consideration. Islam calls for merging all people in one Nation of Islam, while the democratic definition calls for discrimination.	Democratic Nation is confined to certain geographical boundaries, for similar race, people, language or customs or religion.



A Comprehensive Islamic Management  
Theory (I)

**Action without Vision is only passing time,  
Vision without Action is merely day dreaming.  
But, Vision with Action can change the world.**

**Nelson Mandella**



## A Comprehensive Islamic Management Theory (I)

### h. 9 Prophet Mohammad said: "Say I believe in Allah and be straight."

All the Islamic Management Theory (I) is tailored according to those two principles:

- (1) Believing in Allah,
- (2) Being Straight.

Believing in Allah includes all the Faith Principles, while,  
Being Straight includes both the Social Principles and the Behavioral Principles.

The distinction of this theory over the man-made theories is that it is depicted by Allah (SWT). It is built on all such principles that were drawn from the Divine Revelations in The Holly Quran and the Sunnah, especially tailored to build a solid Islamic Society, deeply rooted to the Share'a, for a perfect management system, to fit the micro and macro environments where the society exists.

It connects the individual behavior of every Moslem individual with the whole society or group.

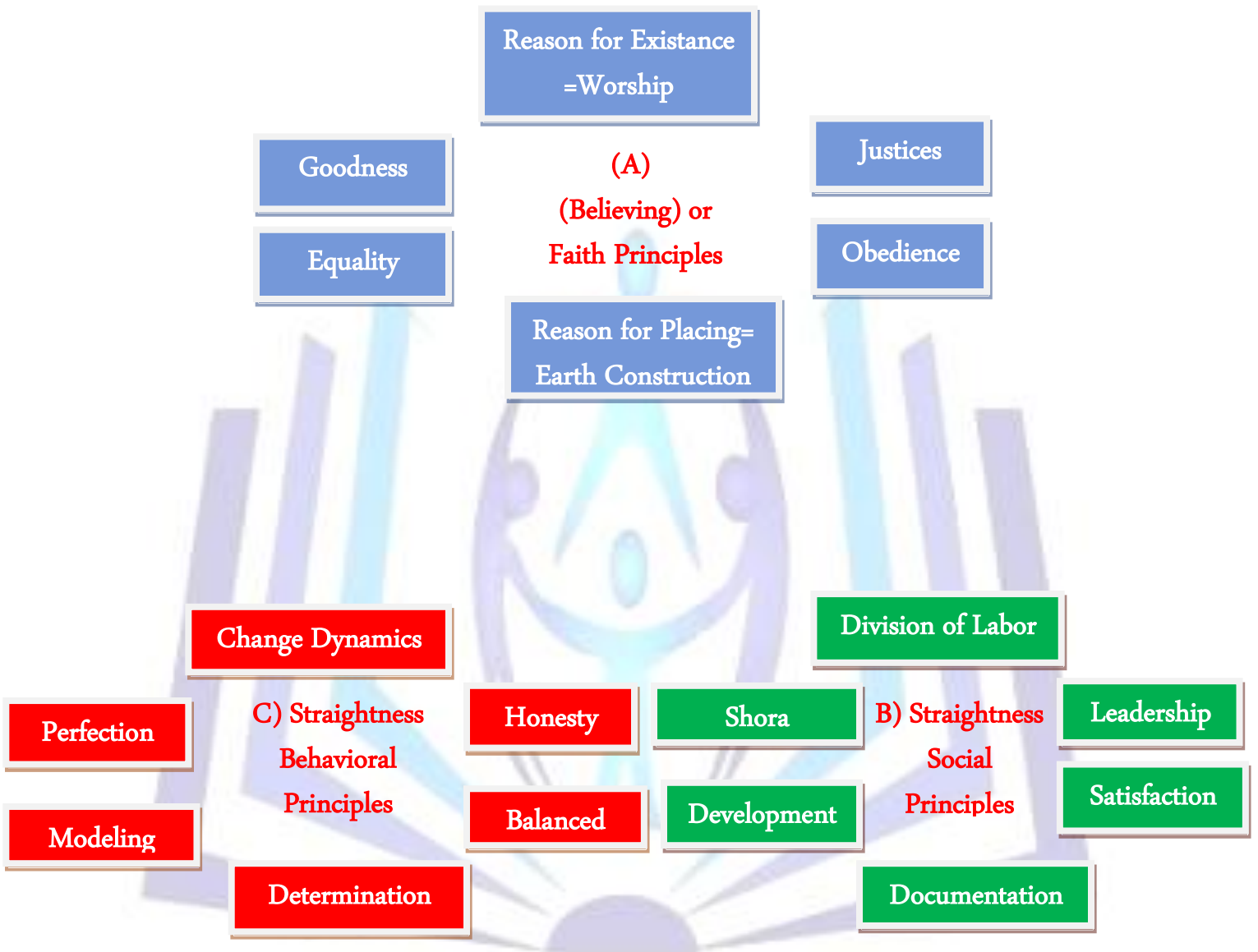
This Theory is categorized with consistency, for every time and every place, within the framework of the following THREE main principles:

- a) The Believing Faith Principles,
- b) The Straightness Social Principles,
- c) The Straightness Behavioral Principles.

Each main principle is built on SIX more sub-Principles:

- a) The Believing Faith Principles:
  - 1) Salvery to Allah: Reason for Existance (Worshipping)
  - 2) Representing Allah: Reason for Placement on Earth Khilafa
  - 3) The Obedience for Rulers
  - 4) Justice (including Balanced Values)
  - 5) Call for Goodness and Rebel Evil:
  - 6) Equity: (including equal opportunities)
- b) The Straightness Social Principles:
  - 7) Division of Labor (including: Specialization and Departmentalization).
  - 8) Scalar Unity (including Responsibility, Delegation of Authority and Decentralization).
  - 9) Shora (Consultation).
  - 10) Satisfaction (Spiritual/Material Human Interests)
  - 11) Documentation and Filing .
  - 12) Staff Development (including: Succession).
- c) The Straightness Behavioral Principles:
  - 13) Equality Principle (including Perfection & Merits)
  - 14) Sustainability and Change dynamics Principles.
  - 15) Accountability & Duty of Care.
  - 16) Determination (including Will & Perseverance).
  - 17) Role Modeling.
  - 18) Honesty.

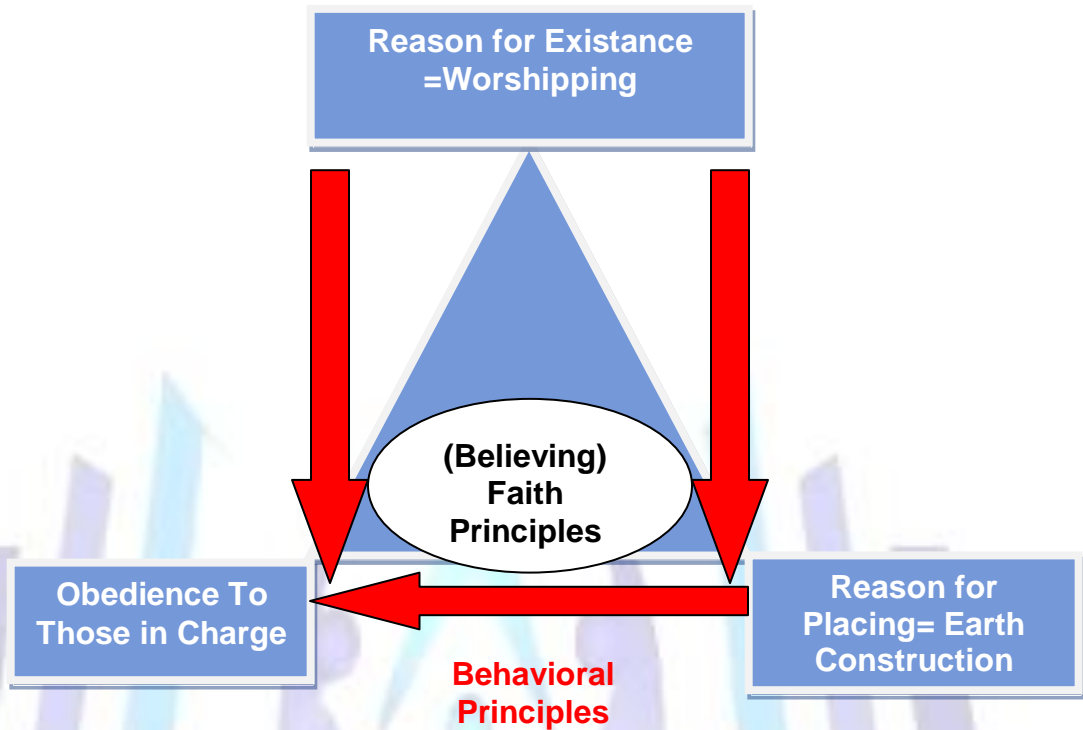
Fig. (10) Islamic Management Theory (I)



**It seemed impossible until it is done.**

**Nelson Mandella**

## The Characteristics & Requirements for each Principle of Theory (I)- Believing



### a) The Faith Principles:

There are three main Principles:

- Slavery (Submission) to Allah: The reason for existence that depicts worshipping Al-Mighty Allah as the only Super power that controls everything, No one manager is equal to Allah.
- Khilafa: Reason for Placement on Planet Earth as a representative of Allah (SWT) sending messengers and prophets to people when they go astray, and appointing Khalifas to rule people.
- Obedience to those in Charge: Obedience is an act of submission to the will of Allah, who appointed a representative (Khalifa) on earth to rule honestly and justly. Therefore, managers must behave honestly, justly and humanly, as there is someone who is watching them closely, the one who gave them the authority when he created them.

#### 1) Slavery to Allah (SWT):

The Reason for Existence is Worshipping: Al-Mighty Allah said in the Holly Quran: "I have created Humans and Ginn to worship." Worshipping is not restricted to prayers, but also involves any activity that is devoted to serve humanith. Managers who are serving human interests, either at the individual or collective levels, are considered doing an act of workshoping. Exercising what pleases Allah is also accounted for as an activity of worshipping.

#### 2) Khilafa: The Reason for Placement of Planet Earth is Earth Construction:

v. 27 Al-Mighty Allah has said: "I am creating a Human who will be placed on Earth. The Angles said: Why? This Human will spoil Earth, and will shed blood. Allah said: "I know what you don't know." Allah (SWT) gave this Human knowledge, brains to think, and to look around and work for the construction of Planet Earth; Inventing things from available resources, manage environment for a better life. Therefore, managers are there to work for the welfare of other humans:

- Not in creating barriers for other humans; but removing them.
- Not in creating problems for other, but solving problems they face.
- Not in making their lives miserable, but to make them live happily.

#### 3) Obedience Principle:



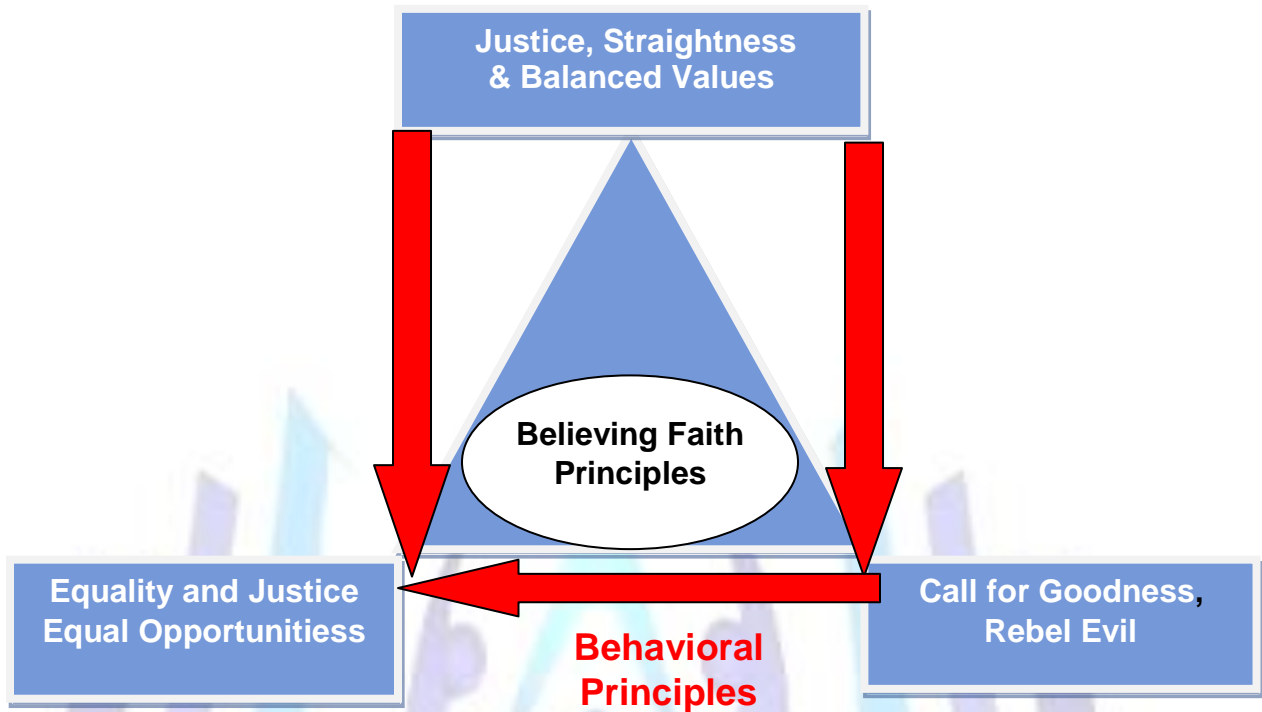


**Obedience to superiors and governors, or, any supervisor at any level of the hierarchy, either being: Governors, Ministers, King, Amir, Shaikh, etc.**

- Obedience is a way of executing tasks to the satisfaction of the superior, intended to satisfy Al-Mighty Allah.
- The act of obedience is exercised when the superior is following Divine Teachings and implementing Share'a ; if he defies it, then no obedience needed.
- Manager falls under the same category: He is listened to and his orders are executed, only when he is following Islamic Share'a, justice and equality.



## **The Characteristics & Requirements**



There are three more principles that help in worshipping and obedience:

4) **Justice and Balanced values Principles:** Managers are supposed to use professional ethics in dealing with their subordinates:

- Justice must prevail for all,
- Balanced values are used to show fairness, and justice.

5) **Call for Goodness and rebel Evil Principle:**

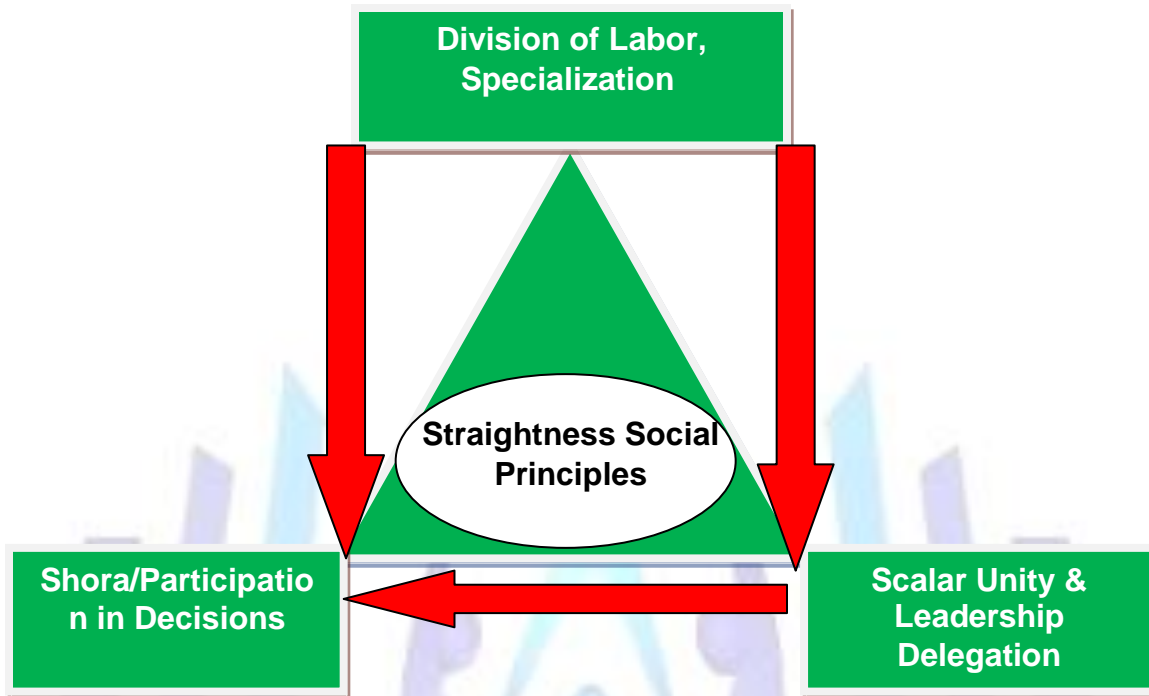
This principle is one of the basics in Islamic Revelation. It calls for all Moslems to do Good and rebel Evil. This principle, when exercised by managers, will direct them to do the right things right, and the wrong things right. Oterwise, Managers are supposed to correct the wrong things by one of the following actions:

- By using hands or action: or,
- By giving advice or saying, or,
- By heart, which is the weakest action of belief.

6) **Equality Principle: (including equal opportunities).** Managers, when they have the right conscious, use equality in all administrative activites, especially when( no : ) promoting someone, dismissing someone, or sending someone for training for professional development.

## The Characteristics & Requirements

## for each Principle of Theory (I)-Straightness



### a) Straightness Social Principles:

There are Three main Principles namely:

- Division of Labor Principle that uses specialization in organizing and departmentalization.
- Scalar Unity that defines the chain of command and referral, including delegation of authority through decentralization.
- Shora or Participation in Decision-making Principle to enable people have a saying in their densities and major issues.

These principles are derived from the the Islamic culture, that require Managers to define precisely the tasks, duties and responsibilities for delegated jobs, so that the incumbent will be accountable for the outcomes. Applying such social principles of division of labor or specialization will enable managers to select the best fit employees in assigned jobs.

- 7) **Division of Labor Principle: (including Specialization and Departmentalization):**  
Such principles were the basics for organizing: Selecting the best fit on light of their qualifications, competence and experiences will help managers to delegate and achieve set objectives on time.
- 8) **Scalar Unity Principle: (including Leadership, Delegation and Decentralization):**
  - Unity of reference is a principle that enables subordinated be supervised by one leader or one superior.
  - Managers are usually reluctant to delegate authority tasks for all sorts of reasons: afraid of losing power or position, etc. But, when they are strong believers in Allah (SWT) as the One who provides them with their needs, then, they become confident and delegate.
  - Managers also use decentralization to expedite decision making where needed; allowing others at different hierarchical levels to solve their own problems and be accountable for the outcomes.
- 9) **Shora Principle: (Participation in decision-making)** When managers create trust in their subordinates, they get them involved in the process of decision-making. This participation enables subordinates to

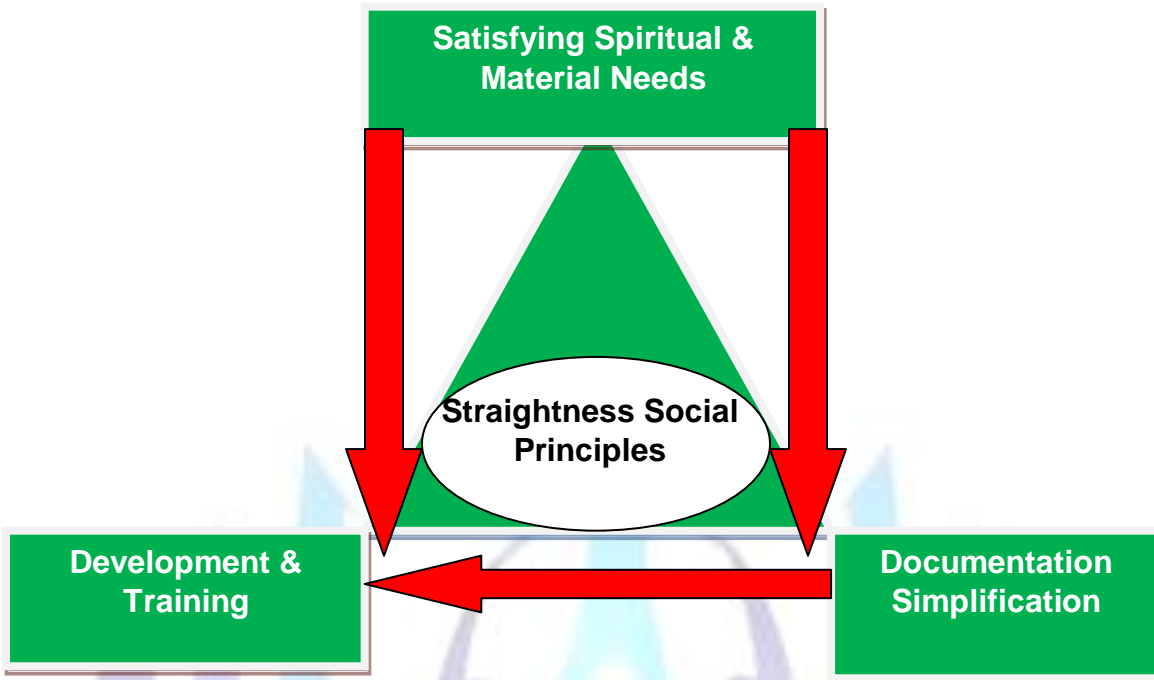


feel confident to do their best to arrive to success. Such trust is built on the following 5 requirements:

- 1) **Solid competence and the right mental abilities,**
- 2) **Previous experience in similar matters,**
- 3) **Sincerity and bias free mentality,**
- 4) **Knowledge of related matters.**
- 5) **Connecting this knowledge with Divine Teaching and Sunnah relevant to such issues.**



## **The Characteristics & Requirements for each Principle of Theory (I)-Straightness**



There are three more principles that help materialize such social principles, namely:

**10) Satisfying the spiritual/material needs' Principles:**

When Managers know exactly what the material and/or spiritual needs are, then they will be able to satisfy them and motivate their subordinates. On the other hand, when performance is focused on perfection, workers are entitled for their wage or salary. Equitable wage or salary, will satisfy self, and will be used to satisfy the needs of their dependents and so on, and that will have the right effects or spill overs on the Islamic community.

**11) Documentation (Simplification and Make Easy) Principle:**

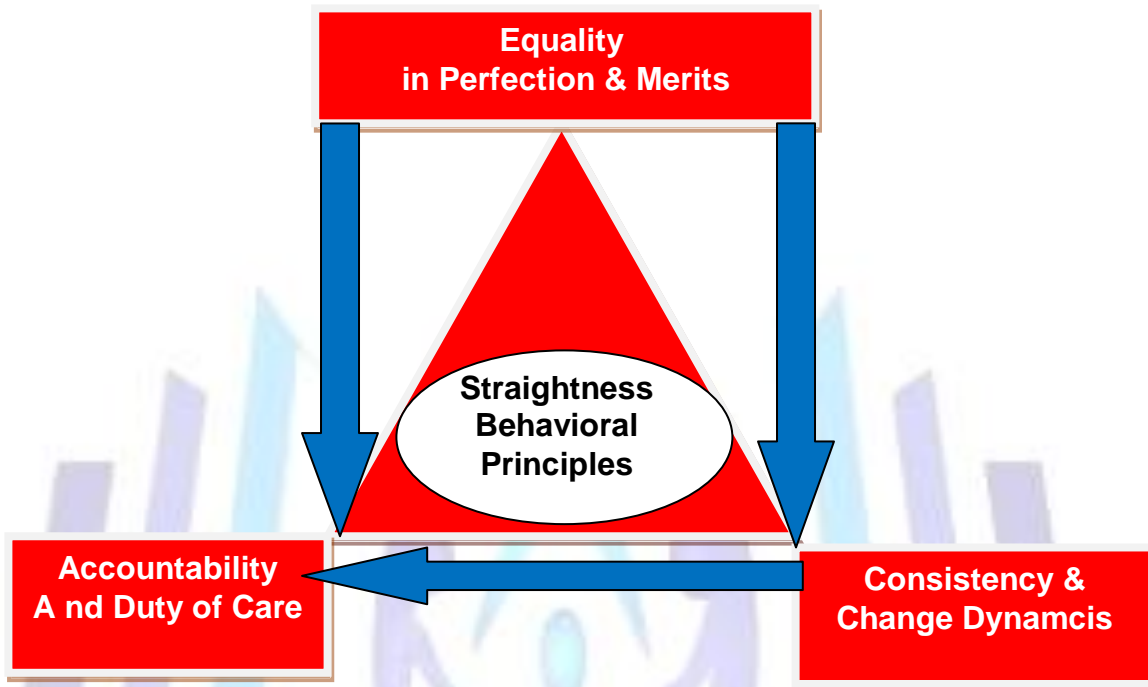
Most business activities performed in written format, and copies are kept in files for such activities either incoming or outgoing communications, Contracts, Meetings, and Agreements, etc. Managers are required to see that such documents are kept in a safe place, or cabinets for ease of retrieval and follow up.

- Simplification of the system will enable decrease costs and better understanding and less execution time.
- Utilizing computer using related applications and the web pages do facilitate the preparation of such documents either in soft or hard copies. This enables quick preparation, filing, editing and retrieving.

**12) Professional Development Principle: (Including Succession):**

- As for Training and Professional Development: Managers should identify what skills are needed to do a certain job, and match such with the competences available in their subordinates. If someone lacks a skill, then Managers should schedule him/ her to professional development or Training, either in-house or public courses.
- As for the Succession Principle: Managers should prepare someone who is able and willing to replace them in one of the following cases:
  - When he retires,
  - When he is promoted to a higher position,
  - When he goes on leave, or when he resigns.

## The Characteristics & Requirements for each Principle of Theory (I)-Straightness

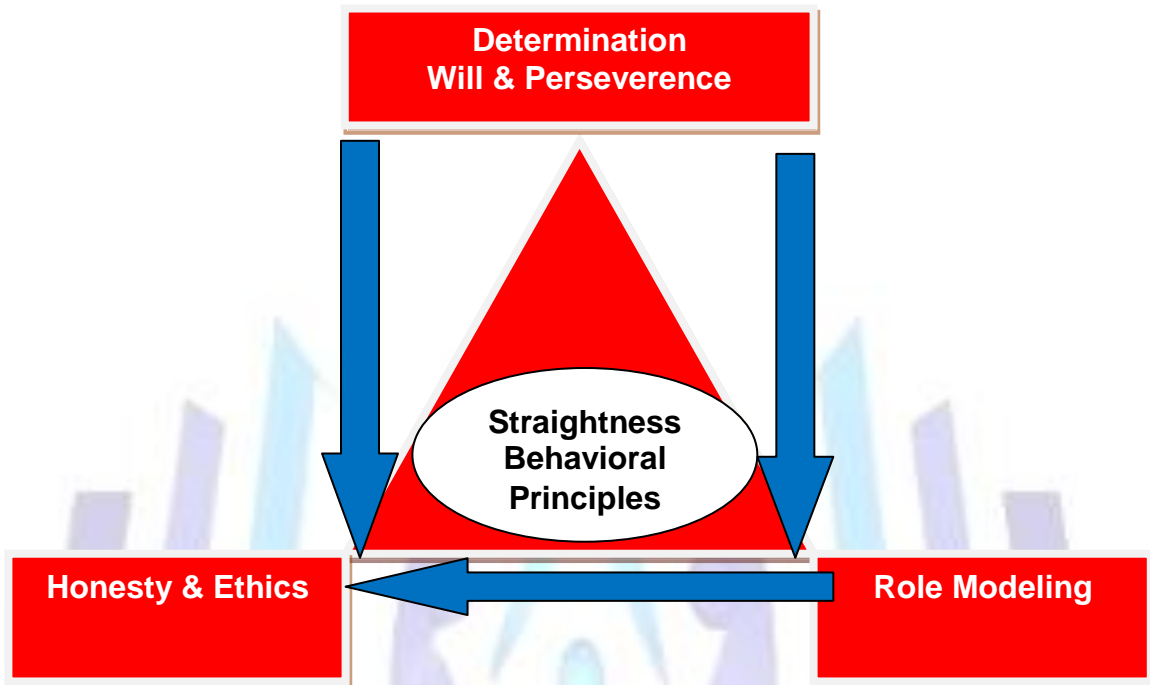


**b) Straightness Behavioral Principles:**

There Are three main principles -namely:

- Perfection that leads to equality and Merits.
  - Consistency with adaptability to change dynamics. Adaptability to change dynamics: Things are changing rapidly around them and if they don't adapt nicely and promptly, they will be left behind. They are paid a good salary to execute a certain job to the satisfaction of the owners. They should understand that the official public post is a duty not an honor. It is temporary, if it had been permanent, then it would not have been vacant, or reached him.
    - Accountability and Duty of Care. Managers as well as governors in the Civic Islamic Administration are expected to behave in a way that conforms to the Revelation of Islam.
- 13) Equality Principle: (including Perfection & Merits): Managers should motivate their subordinates so that they produce perfect outcomes to cut the overall costs. Measuring performance to set standards will enable identifying best performers to be rewarded and publicized to all workers to encourage copying.
- 14) Consistency and Change Dynamics Principles: Managers should know that nothing is constant, but change. Therefore, they should be ready to adapt nicely with the changing environments, if they have to stay abreast.
- 15) Accountability Principle: When TDR's are well defined; Managers should exercise the Islamic thought about self control and the duty of care which means that Moslems are conscious toward their Islamic Society and extend help to their brothers in Islam. Best performers do that because they have the faith and the incentive to do so.

## The Characteristics & Requirements for each Principle of Theory (I)-Straightness



In addition to three more principles that clarify and help attain such behavioral principles, namely:

16) Determination Principle: Including Will and Perseverance):

Leaders with solid faith and will of determination can achieve their goals. Without that will, nothing can happen.

- Managers should understand that a journey of one thousand miles starts with the first step.
- Perseverance means that a long journey is a collection of many short journeys to finish, you need to deal with each part separately. They should focus on the final goals and work for achieving them. They should have the faith that will lead them toward achieving their goals.

17) Role modeling Principle: Managers must be the best role model to their subordinate. This will motivate them to copy and reflect such Model. Managers should not act in a way that can be translated differently.

18) Honesty Principles:

Managers must understand that doing the right things doesn't result in fire backs; it is part of our Islamic Teachings. It has roots to ethical practices.

- Managers should exercise fairness when deciding on something that can benefit an outsider or hurt the interest of the organization.
- Using balanced practices that are not biased or one sided.
- Selection of new comers should be on competence not Wasta or nepotism.

## How the Islamic Theory (I)

## Deals and Accepts Changes in Major Issues

- 1) **The Social/Ethical Issues:**  
The Islamic Theory (I) is deeply related to the social evolution of the communities in Islam as well as its Islamic Ethics.
- 2) **The Material/Spiritual Issues:**  
The Islamic Theory (I) focuses on the economical development of individuals and the society in general, satisfying their material needs through equitable wages or salaries, introducing the incentive stimulus as a motive for hardwork; in line with the spiritual needs.
- 3) **The Shora/Decision-Making Process Issues:**  
The Islamic Theory (I) focuses on Shora =Active Participation of all involved in decision-making, on issues that affect the society. All participants will be accountable for the outcomes of that decision.
- 4) **The Human/Psychological Issues:**  
The Islamic Theory (I) focuses on satisfying human needs & wants as one whole, while getting (who are fit for) involved in the management process in accordance with his/her abilities, potential and psychological readiness.
- 5) **The System's Stability/Obedience Issues:**  
The Islamic Theory (I) pays special attention to the stability of the system through defining the exact Task, Duties and Responsibilities. Moreover, it respects the formal and informal systems, the hierarchy and stresses on obedience to those in charge. This obedience is conditional to the execution and adoption of the Islamic teachings.







**Centralization**  
**Decentralization**

**Division of Labor**

Delegation of Authority

**Real Leaders** must be ready  
to **sacrifice** everything  
for the **freedom** of their people.

**Nelson Mandela**



## Centralization & Decentralization In The Islamic Theory (I)

**Centralization:** Is the process of keeping the power and authority in a certain level (Usually the Top Level) where only those authorized can decide, others should follow. It means keeping all the strings in one hand at the top of the hierarchy.

**Decentralization:** Is the process of allowing the other levels to decide on matters that come under their control. It means the distribution of the power of authority between the top and other levels of the hierarchy.

### Absolute Authority Breeds Absolute Corruption

Practically, this is true in management, and was proven in Islamic Management theory availing three shades:

- 1<sup>st</sup>: Absolute authority, in the hands of one person, allowing him to do everything (legal or illegal) (Good or Bad) (Fair or Unfair) (Just or Unjust), using his own whims, wishes, and interests, negating all ethics, religious regulations, and laws will- for sure- result in absolute corruption.
- 2<sup>nd</sup>: Using a hybrid type that leaves decision of major issues in the hands of one person, committee or a board, while minor issues are decided by subordinates, makes things worse. If such delegated authority conflicts with the bosses' interests, they stop it, but if it serves their interest they concur it.
- 3<sup>rd</sup>: A positive centralization/decentralization mix that officiates:
  - A centralized strict control to enable smooth running of the business activity, and,
  - A decentralized decision, making process that enables human interactions' ease of flow and high productivity.

There are certain concerns that need to be tackled:

- Why is centralization still practiced in the Islamic & Arabian Management as a lasting feature?
- What would happen, when a manager who uses centralization, leaves the organization for any reason? Do you think those individuals can live for ever?
- Why don't they understand what 'Muawiyah Ben Abi Sufian said: "If Khalifite stays with anyone else, it will never arrive to you!!" This is an integral part of the Teachings of Islam.

### Delegation of Authority

Managers and Leaders are hired and paid huge amounts of money to do complex jobs that lead the organization to success. They are categorized as Visioners, Goal Setters, and Mission achievers. How? The possible answer is "By employing individuals with passion to work, and delegating tasks as, and when needed".

Routine work is usually done by subordinates, while Managers are there for strategic planning, control, and take important decisions, away from doing the routine work.

As they are responsible and accountable for the final results of the organization, they delegate part of their responsibilities and routine tasks to other levels or subordinates.

Delegation is considered one of the requirements for the continuity of organizations, especially( no comma) when Managers/Leaders leave, when delegation of authority, tasks and decision making process is transferred to other levels of the hierarchy under the auspices of the Managers/Leaders.

To delegate, Managers must identify the level of competence needed and find the right person who can be entrusted to do the delegated jobs precisely.

But, there are Managers who refrain from delegating part of their authority or tasks to others, Why? Is it because:

- They are afraid to lose control or authority?
- They are afraid to lose their position or merits?
- They don't trust others to do the job, and consequently would like to do it themselves?
- They feel accountable for the outcomes especially when mistakes are made by their subordinates?
- They might lose the appreciation and admiration for the success. It is either or a combination of most of the reasons?



## The Objectives behind Delegation:

- 1) Distributing tasks evenly and fairly between subordinate, so that no one will feel overloaded or underloaded, and find time to rest, to feel the pleasure of working , accomplishment and perfection.
- 2) Empowering employees to work at their own, independently, and exercising their skills and showing their potential.
- 3) Knowing how such jobs, or tasks are related, and what sort of outcomes are expected and where they go.
- 4) Enabling employees to practice the right decision-making relevant to their scope of work, in addition to discovering tasks frequency and the level of quality control.
- 5) Availing the opportunity for subordinates to build trust in their potential, and show their abilities to be considered for future promotions.

### How do we Delegate?

Delegation is a mutual process of trust between the Boss and his subordinates. It requires a certain level of competence, potential, skills, knowledge and abilities, in addition to an agreement be reached between the Managr and his subordinate classifying:

- what to do,
- who does it,
- how to do it,
- what outcomes,
- at what frequency, and
- at what quality control level.
- what are the consequences of success or failure.

Delegation can't be imposed or forced on the subordinate.

## Levels of Delegation:

There are three levels of delegation:

- 1) First Level Delegation:
- 2) Second Level Delegation:
- 3) Third Level Delegation:

### 1) First Level Delegation:

Delegation of: what to be done, how to do it, and give the employee the freedom to determine at what frequency and quality level.

### 2) Second Level Delegation:

Delegation of: what to be done, and give the employee the freedom to select how to do it, at what frequency and quality level.

### 3) Third Level Delegation (Full Delegation):

Delegation of the whole job: identifying the objectives to achieve, giving the employee the freedom to select what to do, how to do it, and at what frequency and quality level.

## Merits of Delegation:

Here are the merits of delegation:

### a) Delegation for the boss:

- 1) He will have enough time to plan strategically.
- 2) He will have enough spare time to rest and alleviate stress and fatigue caused by excessive long working hours.
- 3) He will acquire new skills and experiences.
- 4) He will get the respect and loyalty of his subordinates, when they feel he trusts them.

### b) Delegation for the subordinates:

- 1) An opportunity for an employee to show his ability and potential.
- 2) An opportunity to be considered for promotion to more technical jobs.
- 3) It satisfies the material and spiritual needs of the employee, as being entrusted to contribute to the success of the organization.
- 4) A means to motivate and actively contribute toward success.

### c) Delegation for the Organization:



- 1) **A positive environment will prevail, when employees start to compete for the best performance and increased productivity.**
- 2) **A means to check performance to set standards.**
- 3) **A way to improve outcomes and practice decision-making.**
- 4) **Speed of solving problems.**



## Succession in Management

Choosing to be PROACTIVE vs REACTIVE  
 Developing Talent - *Planning Today for Tomorrow*

q.2 *Khalifa Mouawiyah Ben Abi Sufian said: "If it had to stay with someone forever, it would not have reached you."*

The Succession Principle implies that any smart manager/leader should find someone, from within his group, to succeed him during his absence: in outside assignments, sickness, transfer, resignation, vacation, promotion and/or retirement.

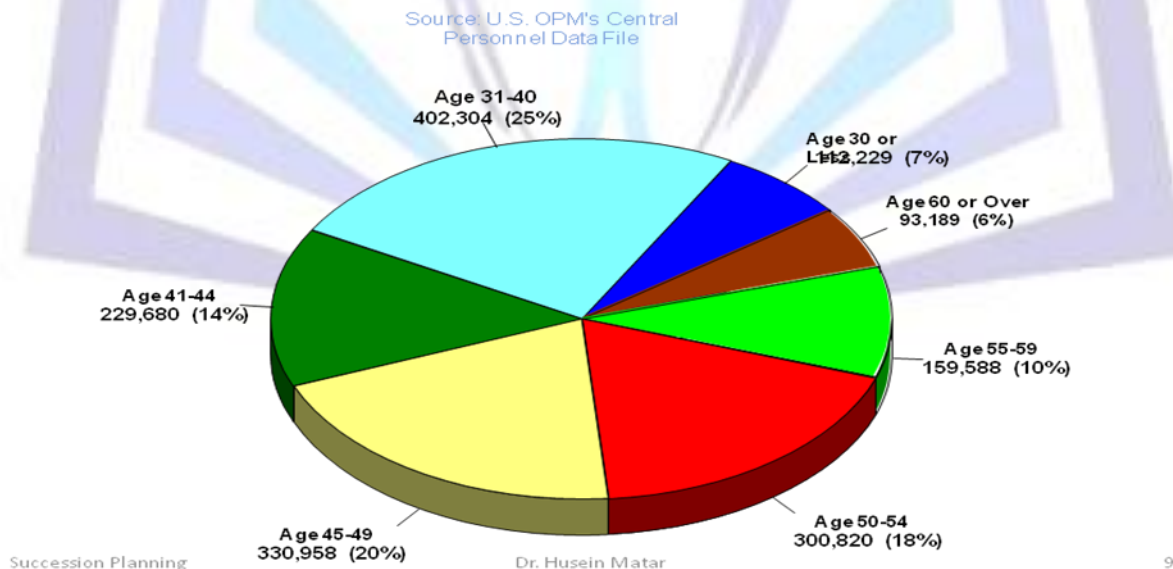
The Succession planning can be considered as a defined programme that an organization systemizes to ensure leadership continuity for all key positions by activities that will develop and build talents.

It ensures that the right people should be identified and prepared to be assigned to the right job at the right time through an integrated and systematic approach.

In addition, Managers/Leaders are there for a specific length of time (contractual or age wise). As such, they should start to find the right individuals who will do their job or succeed them.

**Fig. 11 The Aging Workforce**

### The Aging of the Workforce Needs succession Planning

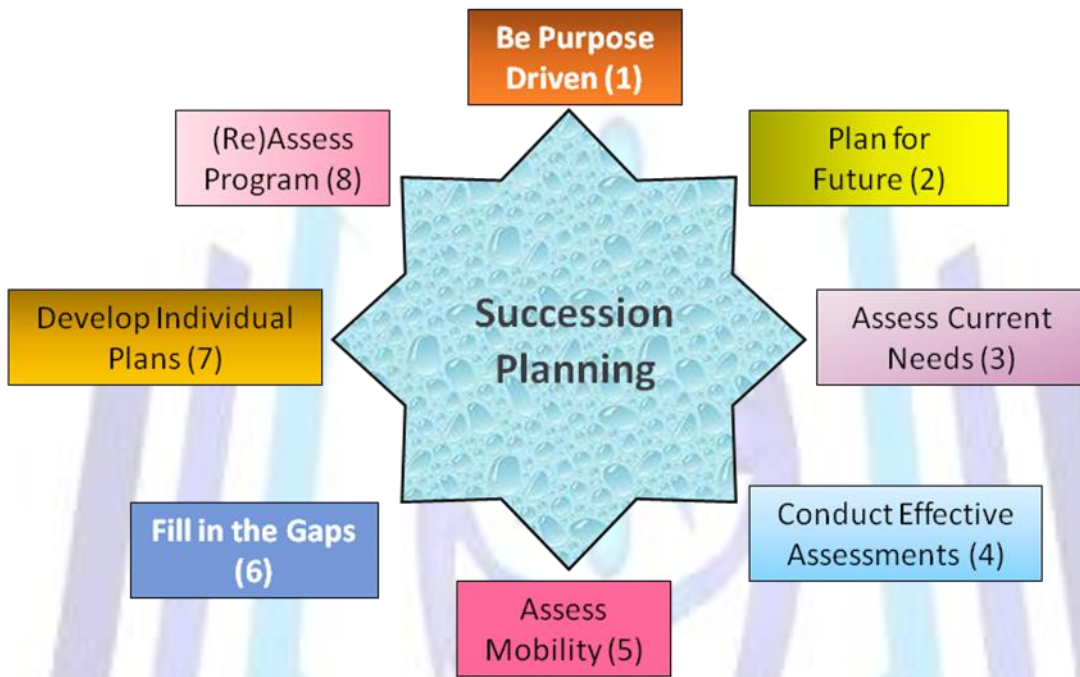


**“There are two kinds of people in organizations:  
 Those with 20 years experience and**

**those with one year experience repeated 20 times.”**

**Fig. 12 Steps for Effective Succession Planning**

## **8 Steps to Effective Succession Planning**



Succession Planning

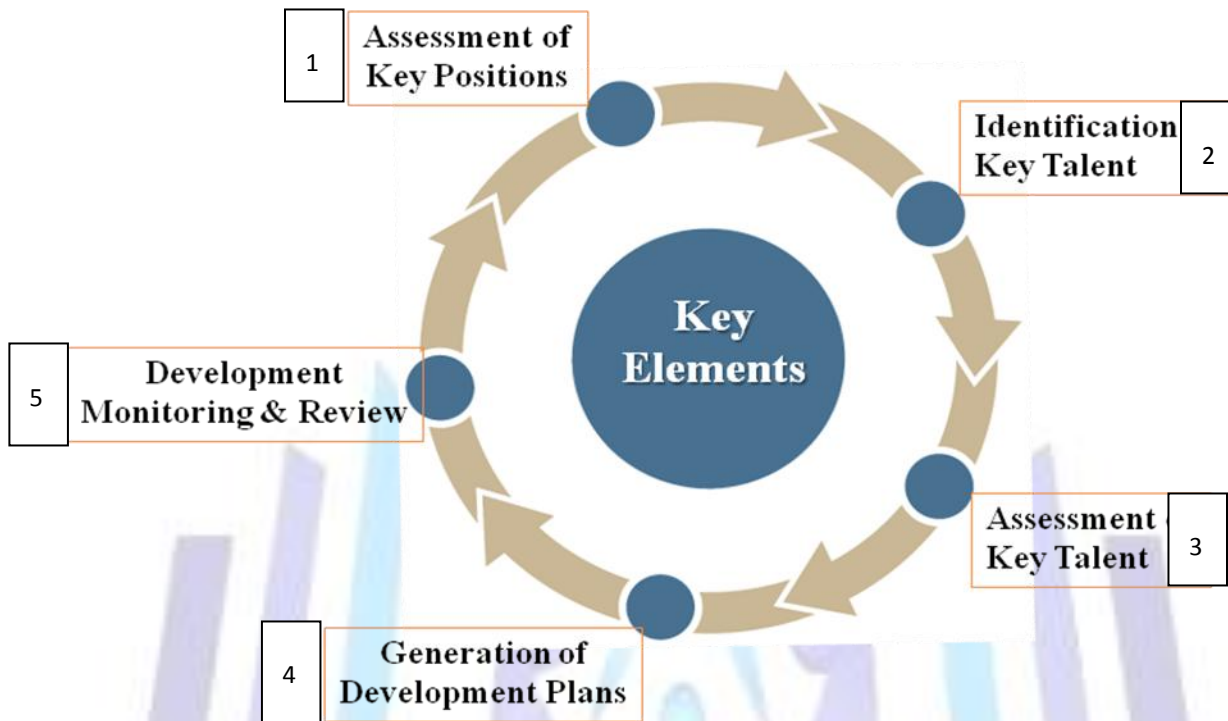
Dr. Husein Matar

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Fig. 13 Succession Planning: Key Elements

## Succession Planning: Key Elements



Succession Planning

Dr. Husein Matar

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### Core Principles of Succession Planning

- a) **Basic Principles:**
1. Leaders really do matter ... in managing/driving accountability, results, culture.
  2. Performance is what counts ... top performers over high potentials (the “what” & “how” both count).
  3. Today’s top performing leaders aren’t necessarily tomorrow’s even our best leaders can fall behind or derail.
- b) **Implementation Principles:**
1. **Assessment of Key Positions:** Key positions require certain talents in any enterprise setting. ... willingness to share such talents make the system work.
  2. **Identification of Key Talents:** Where such key positions are found, a broad set of experience & assignments are needed, yet a balanced approach is still necessary for development of such key positions and talents.
  3. **Assessment of key talents:** Each incumbent of a key position needs to assess his talents compared to the ones required in such a key position. If they meet, then he is ok, otherwise a development program is required to upgrade his talents to the expectations.
  4. **Generation of a Development Plan:** After the identification of the key positions and the talents needed, then a plan must be set to generate a development plan that brings all leaders or succeeding personnel to the level expected to match the requirement of the job or key position.
  5. **Development & Mentoring Review:** It was found that in today’s “top-100 Talented Key Positions” they leave a legacy for future talents ... current leaders must teach, mentor, & role model others on what it takes to succeed. This is an investment in the best ... to enable focus the rest.



## **Benefits of Succession Planning**

1. **Organizational Fitness or adaptability: Succession planning enables organizations to cope with internal and external changes at the right time**
2. **Contributing to Corporate Business Strategy and Strategic Planning.**
3. **Increasing the effectiveness of Human Resource Planning and Development System, especially career path.**
4. **Building a leadership talent pool to ensure leadership continuity.**
5. **Leveraging People Moral.**
6. **Increasing Bank of Potential Employees for Promotion.**
7. **Targeting talent development resources for greater benefits and return on investment.**
8. **Rationalization of the corporate resources by saving cost and time.**







The Five Functions  
of Management  
in the  
Islamic Theory (I)

**Don't Judge me by my successes;  
But, Judge me by how many times  
I fell down and got back up again.**

**Nelson Mandela**



## The Five Function of The Islamic Management Theory (I)

Here, we have to discuss the five function of Management from the perspective of the Islamic Management Theory (I) and check its relation to Islamic Teachings and Practices.

These five main functions are:

- 1) Leading,
- 2) Planning,
- 3) Organizing,
- 4) Directing, and,
- 5) Control.

There are other functions that might be incorporated within the previous five or shown differently as auxiliary functions, such as:

- 6) Counseling
- 7) Supervision
- 8) Coordination,
- 9) Followup & Appraisal
- 10) Communications,

### 1) Leadership in Management:

**Commanding or Leading:** Is one management function that is used to influence, lead or command employees to achieve the set goals.

The Leading function is the process of moving a group of people in a certain planned direction, giving them the incentives to move at their own, to satisfy their own needs or general needs for the group.

Leadership is a role and activity; the objective of which is to influence followers. The Leader is the one who has the vision, the objective and mission to achieve that objective. He is holding a position and performs his job in a way that fits the rank.

The Leader has a role in devising the goals and achieving them.

He Leads and usually plays the role model, in front of all his followers, but not the one who stays behind and pushes people to their destiny.

### Sources of Leadership:

- 1) Instinct: Natural intelligence and talent
- 2) Environment: Encouraging not suppression
- 3) Experience: Assuming early responsibility
- 4) Education: Humanistic Cultural education  
Commanding = Leading in Islam

**Allah (SWT) mentioned and connected  
leadership with:  
Vividity & Youthfulness**



## الله – عز وجل – يذكر الفتوة والشباب :

(تَحْنُ نَقْصُ عَلَيْكَ نَبَأَهُم بِالْحَقِّ إِنَّهُمْ فِتْيَةٌ آمَنُوا بِرَبِّهِمْ وَزِدْنَا هُمْ هُدًى) ... (الكهف:13)

(قَالُوا سَمِعْنَا فَتًى يَذُكُرُهُمْ يُقَالُ لَهُ إِبْرَاهِيمُ) ... (الانبياء:60)



- v. 28 We tell you their story right, they were boys who believed in Allah and we increased their faith.  
v. 29 They said, we heard a boy mentioning it, his name is Ibrahim.

### Definition of the Islamic Leadership:

It is that behavior projected by anyone who assumes a position of responsibility (Wali or Khalifah) and must behave with his followers and others. It is a behavioral process and social interaction where an activity is directed to inspire others (followers) from a position of responsibility.

- v. 30 " And, we made them leaders (Imams) to persuade others to follow the right path of Islam exerting utmost patience, and are sure of what they see as our signs to pervade. "  
v. 31 You don't guide whom you liked, but Allah guides whom he wills.

### BEWARE:

Pay Attention to the following facts in Islam:

- 1) Not every Moslem is a leader, nor every nonbeliever is a leader,
- 2) Not every Moslem leader is liked and effective, nor every nonbeliever is not liked or ineffective,
- 3) Most Moslem leader don't follow the teaching of Islam, nor some of the nonbelievers do follow the teachings of Islam.
- 4) There is a position for a Moslem man to become a leader, nor there no place for a Moslem woman to become a leader.
- 5) Not every Moslem leader is a man, nor not every Moslem women is not a leader.
- 6) Not every Moslem Youth is fit to be a leader, nor every Moslem elder is not fit to be a leader.

### Main Characteristics for a leader in Islam:

- 1) Has a rational Vision,
- 2) Categorized with a balanced spiritual, mental, emotional and physical construction.
- 3) Uses self control,
- 4) Has the ability to Influence others.

### Moslem Leaders' Additional Characteristics:

Moslem leaders have the following additional characteristics:

- 5) Religious: A solid belief in Islam and in Allah (SWT)
- 6) Follower: A faithful follower to Mohammad (PBUH), follows Share'a as his principle, and the Quran as his Holly book.
- 7) Acclamation: Straightness is his approach, Asking pardon from Allah (SWT), reciting the Holly Quran as a daily practice, and believes that Allah (SWT) is watching him closely.



- 8) Succession: The Planet Earth is his place and nation, constructing it is his job, Humanity is his path and Share'a is his law.

### Women Leaders in Islam:

The following ten features Characterize Women Moslem Leader:

1) More Participation	6) Less Strict,
2) More Empathic	7) Fast Relations builder
3) Full Delegator	8) Clear Transparant Mood,
4) Longer Dialogues	9) More Creative,
5) Deep Insight,	10) Difficult Task

### Where are such characteristics or traits made?

- 1) At Home: Raised with the right motherhood, joining the elderly in their meetings, personality forming, Corrective actions, enhancing faith and values.
- 2) At School: Ability discovering and development, enhancing faith and values, increasing humanistic cultural education.
- 3) At the Community: Enhancing faith and values, correcting behaviors, providing opportunities,
- 4) At Schools or Specialty Centres: To implant and practice fiath and values, practicing through training, in addition to acquiring cultural knowledge.

### Requirements to make a Youthful Leader:

- 1) Build on a foundation of faith, ethics and Islamic Share'a,
- 2) Use Rationality, Logic, Awareness and Scientific Research,
- 3) Practice Time, Self and People's Management,
- 4) Increase Humanistic cultural sciences,
- 5) Relationship builing to be liked,
- 6) Practice the art of influencing and dialogue:
  - 1) Engage, Listen, tolerate, acceptance of others.
- 7) Know entrepreneurship and positive thinking.
- 8) Improve your personal skills: mental, human and technical.
- 9) Mix with leaders and take them as your role model.
- 10) Practice leadership, freedom and decision making,
- 11) Be A Role Model: Behavior is being copied by followers.
- 12) Practice, Show but don't talk: Show them your abilities, competence, skills and attributes of the true leader.

### What distinguishes Islamic Leaders?

Leadership in Islam has very special characterisicts and distinctions that were never available in any other theory in the world:

It is a collective activity that requires vividity and youthfulness, It requires perseverance and the motive to enlight others to follow the message of Al-Mighty Allah to Humans (The Faith).

The leader is not in a position to achieve the objectives alone, nor people are in a position to achive their aspirations without a leader. Both are to work together: The inspired leader and the followers are to achieve their aspiration through:-

- a) Loyalty: Loyal and dedicated to Al-Mighty Allah (SWT)
- b) Understand the work as series of objectives that complement each other and integrate with the Teachings of Islam.
- c) Commitment to Share'a and Islamic Behavior: Practice Share'a rules, abide to Islamic Teachings. Stays there as a Leader, as long as he preserves such Islamic Teachings, even with his opponents.
- d) Trusted: The Leader is responsible to execute his job in an honest manner, and must abide to fulfill his commitment toward Allah, exercising kindness toward his followers:
  - v. 32 "Those who are empowered to lead people, pray, give alms (Zakah), call for goodness and rebel evil."
- e) Practice Shora: It is the process of participation in decision- making as the basis of the Islamic `Nation's System. "Consult them."
- f) Play as a Role Model: One of the features of Islamic Leaders: "Your Prophet Mohammad is your best Role Model.
- g) Encourage Brotherhood in Islam and avoid selfishness.
- i) Show Kindness and Loyalty: These two characteristics, when practiced, influence followers, especially when it relates to satisfying their needs.



- j) Provide advice and ability to convince with solid proofs.
- k) Be Visioners with the required competence and skills.
  - l) Have proper managerial technical skills which are reflect in:
    - i. Solid belief in their own abilities, goals, and followers
    - ii. Expression of their messages so that they are clearly understood,
    - iii. Have Planning and Organizing ability,
    - iv. Are Responsible and reliable especially when facing challenges,
    - v. Have Willingness to keep developing the organization.
    - vi. Strong and Honest: "The best to hire is the one who is strong and honest."
  - 2) Strong means competence, cleverness, ability to do the assigned job:
    - i. Strong in fighting due to bodily and heart strength,
    - ii. Strong in judging due to knowledge and ability to enforce.
    - iii. Strong in saying the right thing any time,
    - iv. Strong in facing the consequences.
  - 3) Honest means credibility, consciousness, and self control in performing assigned job:
    - i. Honest in accepting to carry their leadership role
    - ii. Honest in handling the financial affairs,
    - iii. Honest in perfection and creativity.
    - iv. Honest in selecting the right person for the right job.
    - v. Honest means non-exploitation,

## A Case Study of a Leader

While attending Moons College in Britain, he was requested to lead a group of graduates to celebrate welcoming a King visiting the College to commemorate the graduation ceremony.

Assembling for the guards of honor, The Principal Colonel Yates approached the leader and told him to move two steps to the right as he is not standing in the middle of his group.

The leader of the group issued an order to his group to move two steps to the left. There he is standing in the middle.

After the ceremony, while they are having their tea with the King, the Principal commented: I asked you to move two step to the right, but, to the contrary you, you asked your group to move two steps to the left. Why was that?

The leader replied: I am the leader and they are the followers!!  
The King commented: You are making true leaders Colonel Yates.

It was Shaikh Mohammad Ben Rashid Al-Maktoum, the Ruler of Dubai and the Prime Minister of the UAE.  
The late King Husein was right: he is a leader.



## 2) Planning

Planning is one of the management functions, intended:

- To define future goals.
- To deploy resources as needed, and,
- To achieve such goals.

Planning is a mental activity that is based on logic, sequence, forecasting, flexibility, and finding alternative solutions for problems.

### The Planning Process:

Planning is considered one of the basic functions that can be used in:

### The Planning Activity:

Any planning activity includes one or more of the following:

- 1) Strategic Planning:
  - a. Vision, Mission & Passion,
  - b. Objectives,
  - c. Processes
- 2) Tactical Planning:
  - a. Budgeting
  - b. Policies
  - c. Rules & Regulations
- 3) Operational Planning:
  - a. Procedures
  - b. Resources
  - c. Production

### Planning Stages:

- (1) Setting Objectives,
- (2) Defining tools needed
- (3) Devising alternative solutions,
- (4) Selecting one best fit solution,
- (5) Implementing such solution,
- (6) Checking outcomes to standards,
- (7) Followup: Matching achievements to control check points.
- (8) Remedial action for deviations = Plan B.

### Types of Planning:

- (a) In accordance with occurrence or frequency:
  - Tailored Planning (Programmed) to encounter repetitive problems such as: Evacuation, Fire Drills, Fire Fighting, etc.
  - Designed Planning (Non-programmed) for non-repetitive problems such as: Disasters. Earthquakes, Floods, Typhoons, Storms, Wars, etc.
  - Emergency or Contingency planning (Problems that might happen or will never happen.)
- (b) In accordance with Time or Duration:
  - Long-term plans: > 5 years
  - Medium-term plans: >1-5 years
  - Short-term plans: <1 years
- (c) In accordance with the objectives to be achieved:
  - Functional objectives: Financing, Production, Marketing, HR, etc.
  - Fixed or Rolling objectives: One time, or Continuous.
  - Type: Strategic, Tactical or Operational.



## The Benefits of Planning:

- 1) Focuses on objectives that guide behavior and decisions.
- 2) Outlines the tools necessary to achieve such objectives,
- 3) Helps Managers to analyze, use logic and rationality.
- 4) Enables the planner of the early diagnosis of problems and make him ready to encounter,
- 5) Helps the organization to rationalize using its resources,
- 6) Enables Future forecasting through situational analysis: knowing strength and using it, knowing weaknesses and work on it to make it strong,
- 7) Enables Anticipating and encountering challenges.
- 8) Lessens uncertainty and risks,
- 9) Decreases costs and efforts through savings, which can be made in time, when mistakes are avoided.
- 10) Helps Management to coordinate and control.
- 11) Avoids diversion to side tracks or side objectives,
- 12) Enhances the proper behavior as it focuses on design, explanation, motivation, and healthy interactions between people.

## The Planning Function in the Islamic Managerial Thought:

Planning is one of the important major functions that forms one of the basic and strong principles of Islamic Managerial Thought.

Planning is the art of dealing with the future. It is the art of achieving goals and aspiration of how it should be, but not how it can be.

The ultimate goals make the Islamic Managerial Thoughts very special for the following reasons:

- 1) The ultimate goal is to satisfy Allah (SWT), carry his orders and evade his prohibitions. This planning principle must be adhered to, as it stipulates what is permitted (Halal) and what are prohibited (Haram) issues within the framework of what Allah (SWT) revealed to us in Islam.
  - v.33 "Say: I do not find in what inspired to me by Allah (SWT) a taboo on any food to feed, unless its dead or blood or pork, as such it is an abomination or a sacrifice that was intended for other than Allah. Don't eat unless you are forced to, or you don't know, then, Allah is the forgiving and the merciful."
  - h. 10 Mohammad (PBUH) said: "What Allah (SWT) sorted in his book as halaal is Halal, and what sorted as abomination, it is Haraam. Accept what Allah (SWT) sorted for you, Allah never forgets anything." Then recited the verse: "Allah doesn't forget."
- 2) Planning is used to protect five things that are necessities defined by the Share'a: The Religion, Self, Breed, Wealth, and the Mind. Islamic Share'a encourages planning and Islam, as a belief, calls for it. It was used by ancient Messengers of Allah and Prophets, as was narrated in the Holly Quran about Joseph (PBUH) to encounter the Egyptian famine at the times of the Pharoes.
- 3) Planning is encountering changing future conditions and making them fit for the welfare of Moslems and Nations. It is built around deploying all resources and capabilities, and preparing to encounter such future circumstances.
- 4) Planning is not restricted to only achieving objectives and future aspirations, but also to achieve security through power, as well. This was narrated in the Holly Quran:
  - v.34 "Prepare them with what you can of Power, and Horses that terrorize the enemies of Allah and your enemy, and others around them whom you don't know, but Allah knows them."
- 5) Planning is not built on assumptions, but on knowledge and facts derived from data that was collected, sorted, analyzed to conclude what could happen in the future, precisely.
- 6) Planning in Islam is directed to all organizations, and a guide and path to follow.
  - v.35 Allah (SWT) said: "This is my Straight Path that you should follow. Don't follow others lest you leave His straight Path. This is what Allah (SWT) advises you to follow, if you beware Him."
- 7) Planning unifies all efforts, evading all disagreements; fights and duplication to enable achieve the set objectives and develop the nation. This will enable achieving better life, and the Moslem individual and the Nation can satisfy their needs and arrive to self efficiency.
- 8) Planning is directed to the construction of Earth. This was the main cause for placing Humans on Planet Earth. It is a message and an objective. Both are subject to precise planning.



- 9) Planning requires devising goals that are feasible and achievable within the potential and ability of those assigned to materialize such plans. It is not an illusion or a dream with utmost optimism.
- 10) Planning is a means of development and growth of the Islamic Nation that takes it to civilization and dignity, not to poverty and dependence.
- 11) Planning is a collective action that requires the participation of all who have the ability, mentality, effort and time.

## Islamic Planning General Features:

On that basis, the following are the general features of Planning in Islam:

- 1) **A Commitment to follow a set plan:** The commitment to implement the plan is important and necessary to succeed and achieve the objectives. The Management process consists of several functions that complement each other. The plan includes a schedule of tasks that must be concluded, to a certain standard, and in a time framework. Every schedule is devised to achieve a certain activity, by someone, with specific skills and time bound.
- 2) **Clarity of the Goals/Objectives:** Each goal/objective must be specifically clear, measurable, achievable, realistic and connected to a rewards system within a timeframe (SMART Approach). Clarity enables better understanding of the goals, leading to unification of all efforts avoiding duplication of work. The direction is set by Allah (SWT) who will lead all for success when there are good intentions.  
v. 36 "I am going to Allah (My Lord) who will guide me to the right path."
- 3) **Serving the Islamic Cause:** Through planning, everything is directed to benefit the whole Islamic nation and provides efficiency to all through a plan that synchronizes all efforts to achieve set goals.
- 4) **Construction and Innovation:** Planning is a continuous activity intended to use the mentality and knowledge Allah (SWT) implanted in the Humans to develop a better life for them on Planet Earth, and worship HIM. It is a destination that Allah placed Humans on Earth to build and construct using all available resources made ready for them.  
v. 37 "HE created you from Earth and settled you therein to construct."  
v. 38 "And the Earth we have extended and The Mountains were erected as anchors, and in it plants of every kind were grown within a certain balanced system."

## Was Islamic planning a way to Renaissance?

Yes, Planning was the path and the reason for the renaissance of the first Islamic Civic system which was started in Medina.

When Mohammad (PBUH) settled there and defined his objectives and priorities, he started deploying the required resources for achieving such objectives and in accordance with the Divine Teachings of Share'a. This means that managing this Islamic Nation was not randomly performed, but by using scientific approaches, out of which was planning, and objectivity to face the challenges of the future.

The following idiom was a principle: "There is no Society without management, and there is no Management without ethics, as well."

## Islamic Management Dimensions:

Samara (2000: 137) see that the Islamic Management has the following dimensions:

- 1) **A Spiritual Dimension:** This means that Islam doesn't accept separating Religious matters from Material matters.
- 2) **A Humanitarian Dimension:** It honors Humans and cares for their needs and wants due to being disciplined by Share'a, and the Human being is the core of such disciplines.
- 3) **A Value Dimension:** In Islam both the individual and the community should observe their values: Material Values, Human Values, Spiritual Values, and Ethical Values)
- 4) **A Cultural Dimensions:** The Islamic Message to Mohammad (PBUH) was to complement the best ethical practices.
- 5) **A Social Dimension** that affected the managerial behavior within the families, community and finally the Civic organization,

The story of how Egypt, in ancient times, was able to encounter the draught which stayed for seven years, was mentioned in the Holly Quran as an advice given to the Pharo by Prophet Yousef (Joseph son of Jacob) (PBUT), is an action of rational planning:





- V.39 “Plant wheat for seven years. Whatever you harvest keep it in its raw state, except what you plan to eat. Seven years of draughts will follow, which will exhaust most of your reserves. The eighth year will end the draught expecting lots of rain, where you will be able to plant again and juice your grapes.”

This is planning for the future to encounter expected draughts and disasters that will face the nation. In several occasions, Prophet Mohammed (PBUH) instructed his followers to plan for the future:

- h. 11 Told Saad bin Abi Waqqas: “Plan to leave your children rich enough; to avoid asking people is better than leaving them poor.”
- h. 12 Told the person who left his camel in front of the Mosque without tying it and lost it: “Plan to tie it and then ask Allah to keep it safe.”

### The Islamic Planning fundamentals:

- 1) Think and relate:  
v.40 “Think about what is around you and the creation of yourself and see the glory of Allah and his abilities.”
- 2) There should be an objective for planning:  
v.41 “Is the one who goes astray better than the one who follows the right path?”
- 3) Connection of planning with the will of Allah:  
v.42 “Don’t say I will do this tomorrow, but say If Allah is willing.”
- 4) Do what is lawful and necessary:  
v. 43 “Prepare the required power and means to scare your enemies.”
- 5) Consult:  
v.44 “Consult your followers.”  
v.45 “Your matters should be consulted among you all.”
- 6) Define a time frame, and intervals to check accomplishments:  
v.46 “Devote yourself for this life as if you are living forever, and devote yourself to next life as if you will die tomorrow.”

### Islamic Planning and Dependency

There are people who believe that what you need for life (Rezq) is there, made ready by Allah for you to take. It doesn’t need to work for it.

On the other hand, there are people who believe that is completely mistaken, as what Khalifa Omar said: “The sky doesn’t rain gold or silver.” This means, you should work to get it.

The following short story reflects on some points of view; i.e., dependency of Al-Mighty Allah on the provision of means for living, but it needs working toward getting it, any way.

A man, who works in cutting wood from the forest and sells it to buy the daily needs for his family, was on his way to the woods to do the usual, when he saw a big bird trying to get himself out of a hole in the mountain-clif. He went around the big rock to see how the bird entered that hole, and found no entrance.

He started thinking: How did this bird enter this hole, except he was born small inside and became bigger. But, how this bird is getting its food to live? He asked himself.

He stood there, trying to find out what brings food and water for this bird. “It must be someone or something”, he wondered.

After a while, he saw a flock of insects flying directly to the hole, close enough to be picked up by the bird and eat them. After a while, the sky started raining, and formed a small line of water that fell into the hole where the bird started to drink from.

He then thought: “If Allah (SWT) provided food and water for this bird, why Allah did not do the same thing for me and family”?

He went home that day and stopped cutting wood for selling.



On his way back home, he stopped at a river to perform abolition (Wudu), when he saw a box floating in front of him. He said: "It is a present of Allah for me and my family. But it should come to me at home not in the river".

After prayer, he told his friends what he had seen in the mountain, and about the box, and said: "I will wait to see if Allah will send that box to my home to enable feed my family".

They thought he was insane or crazy. They went to the river and found that the box was still there. They carried the box and brought it to him at his home, and asked him to open it. It was full of golden coins.

He told them: "Thank you for bringing it to my home, I will give each one of you one coin and keep the rest. I believed in Allah as the provider of all means of life for all. You will get your share wherever you are. Believe it you get it".

## Planning should precede Dependence

Believing that Al-Mighty Allah (SWT) is the provider of means of life, is true and could be called dependence.

But, Allah (SWT) puts prioritizing rules:

- 1) Believing comes before dependence:  
v.47 "Whatever is with Allah is better and lasting; therefore believe in Him and depend on Him."
- 2) Worshipping comes before dependence:  
v.48 "Every thing is referred to him, worship him and depend on him."
- 3) Patience comes before dependence:  
v.49 "Those who show patience and depend on Allah (SWT)."
- 4) Work comes before dependence:  
v.50 "Say to them: Work and Allah, His Prophet and the Believers, will see your work, and He, as the One who knows, will judge what you have done."

This means: dependency needs: belief, worshipping, patience, and work. All such activities require planning and hardwork to qualify for the provision of such means of life.



## A Case Study of Planning in Practice

Two decades had passed since the late, Shaikh Rashed Al Maktoum, concurred the start building the world largest Port in Jabal Ali with 32 piers for a total cost of 2 billion USDollars.

That did not meet the satisfaction of those around him, especially the decision makers and businessmen. They asked Shaikh Mohammad, as the deputy ruler, to talk to his father and change his mind, as the old port (Rashed Port) was not fully utilized and could serve the purpose, instead of spending that huge amount of money on the new port; it could be redeployed toward building Dubai infrastructure, schools, hospitals, etc.

Shaikh Mohammed, during a Council meeting asked his father:

Can this project be delayed for the future?

Shaikh Rashed looked him in the eyes and said nothing.

After the meeting, he asked Sheikh Mohammad to joiny him in a tour to the site of the project. There they drove checking the various work sites. Shaikh Rashed then asked Son Mohammad to get into his car and drove away from any crowd and said to him: Now I can answer your question, as I didn't in the meeting, avoiding to embaress you. "I am building this port for the future of Dubai; it will become the hup of the world soon with the changes taking place in the world. People will be coming to invest here as a free zone from Hong Kong and other parts of the world; knowing that we are opening the doors for them to participate in the development of the UAE and the region. If we delay this project, it will cost you ten times the cost of today."

Tell them this is my plan, and will never hesitate to finish it. They don't have the vision I have.

Shaikh Mohammad commented in his book "My Vision":

"Father was right. Look what is happening in Dubai, I wonder, How the old man was able to see this as it will cost us today 20 billion US Dolalrs to build ( no it), if he did not start that time."

This is what I call Strategic thinking and Planning.



## 2) Organizing

### Definition:

Organizing is joining individuals to form unique groups or teams to do a certain job and get acquainted. It is an administrative approach to assemble similar things together to show uniqueness. Organizing is a management function used to fulfill the following activities:

- 1) divide the overall activity of the business into specific tasks and specializations.
- 2) group similar tasks/specializations into departments, and,
- 3) allocate employees and resources to departments to achieve the set goals.
- 4) deployment of organizational resources to achieve strategic goals.

Organizing is one of the management functions that follows the principle of division of labor and specialization in dividing the main activity of the organization into specific tasks, assign such tasks to qualified best fit people, group similar tasks to departments, and allocate resources to departments to achieve the set goals. Organizing is important because it follows the strategy.

Strategy defines what to do; while organizing defines how to do it.

### Organizing Process/Structure

The organizing process leads to the creation of organizational structure, which defines how tasks are divided and how resources are deployed.

Organizational structure is a tool that managers use to harness resources for getting things done.

### What does organizational structure define?

*Organizational structure is a framework that defines:*

- how tasks are divided,
- how resources are deployed, and,
- how departments are coordinated.

### The Organizational Chart

The set of formal tasks and formal reporting relationships provides a framework for vertical control of the organization.

The characteristics of vertical structure are portrayed in the *organizational chart*.

### What does an organizational chart show?

*The Organizational Chart is the visual representation of an organization's structure that shows:*

- 1) Chain of command,
- 2) Span of control, and Referrals,
- 3) Communicational channels.

### Organizational Characteristics

- 1) **Differentiation:**  
Differentiation means that the organization is comprised of many different units that work on different kinds of tasks. Differentiation is high when there are many subunits and many kinds of specialists who think differently. Differentiation is projected clearly in the organization's internal environment in the form of:
- 2) **Division of labor :**  
*Division of Labor is the assignment of different tasks to different people or groups*
- 3) **Specialization:**  
*Specialization is the process in which different individuals and units perform different tasks*
- 4) **Integration:**



Integration is the degree to which differentiated units work together and coordinate their efforts all the specialized tasks in an organization cannot be performed completely independently, they have to coordinate their activities to enable work in harmony.

5) **Coordination:**

Coordination is the procedures that link the various parts of the organization together to achieve the organization's overall mission. Any job activity that links different work units performs as an integrative function. The more a firm is differentiated, the greater the need for integration among the units becomes.

6) **Delegation:**

The process managers use to transfer authority and responsibility to positions below them in the hierarchy. It involves:

- assignment of authority and responsibility to subordinates
- can occur between any two individuals in any type of structure with regard to any task.

Delegation of authority will reflect the decision making process. Delegation involves:

6-1 **Responsibility:** Is the duty to perform the task or activity an employee has been assigned. Or, assignment of a task that an employee is supposed to carry out should delegate enough authority to complete the task.

6-2 **Accountability:** People with authority and responsibility are subject to reporting and justifying task outcomes to those above them in the chain of command. Expectation that employees perform a job, take corrective action when necessary, and report upward on the status and quality of their performance. Managers remain responsible and accountable for their own actions and those of their subordinates.

7) **Work Specialization:**

It projects the degree to which organizational tasks are subdivided into individual jobs=performed by individual workers, who excel in such jobs and got the expertise to perform them in an outstanding manner. It evolved out of division of labor.

8) **Unity of command:**

Unity of Command refers to that each employee is held accountable to only one supervisor.

9) **Scalar principle:**

Scalar Principle refers to a clearly defined line of authority in the organization that includes all employees.

10) **Formalization:**

Formalization is the written documentation used to direct and control employees, either in set procedures or instructions, e.g. internal memorandum, dress codes, appraisal forms and interviews, etc.

11) **Departmentalization:**

*Departmentalization* is the basis on which individuals are grouped into departments and departments into total organizations.

12) **Chain of Command:**

Managers make choices about how to use the chain of command to group people together to perform their work. *Chain of Command:* An unbroken line of authority that links all individuals in the organization and specifies who reports to whom. It is associated with two underlying principles:

- It flows down the vertical hierarchy.
- It expects an action to be taken or a feedback to be provided.

**Line & Staff Departments**

*Line & Staff categories due to departmentalization*

**line departments** - have responsibility for the principle activities of the firm:

- deals directly with the organization's primary goods and services.
- line managers typically have: substantial authority and power, ultimate responsibility for major operating decisions.
- Accountability for "bottom-line" results

**staff departments** - provide specialized support for line units:

- moving toward a role focused on strategic support and expert advice, such as consultancy and advisory roles.

13) **Span of Control:**



Is the number of employees or subordinates who report to a supervisor or manager, e.g. in the organizational chart shown above, the Marketing Vice President's span of control is 3 subordinates.

#### Tall & Narrow Span of controls:

- narrow spans produce tall organizations
- wide spans produce flat organizations.

#### 14) Centralization & Decentralization:

Ideally, decision making should occur at the level of the people who are most directly affected and have the most intimate knowledge about the problem.

Decision-making process can be conducted in one of the following structures: *Centralization or Decentralization*.

- 1) **Centralization** : is a management structure where the location of decision authority is near top organizational levels.  
centralized organization-high-level executives make most decisions and pass them down to lower levels for implementation.
- 2) **Decentralization**: is a management structure where the location of decision authority is near lower organizational levels.  
*decentralized organization* - lower-level managers make important decisions.

#### 15) Corporate governance:

Corporate governance is the role (controlling and governing) of:

- all corporation's executive staff, and, board of directors in ensuring that the firm's activities are directed to meet the goals and interests of the firm's stakeholders. Do we know who the stakeholders are?

#### 16) Authority:

Is the formal and legitimate right for managers to make decisions, issue orders, allocate resources, and tell other people what to do to achieve organizationally desired outcomes. Traditionally, authority has been considered the primary means of running an organization.

#### Authority is distinguished by three characteristics:

- 1) It is vested/resides in the positions, not the people.
- 2) In private business enterprises, owners have ultimate authority.
- 3) It is accepted by subordinates.
- 4) *The board of directors* (those who are elected by the shareholders/stockholders) has the full authority to run the organization:
- 5) It is led by a chair. Successful boards tend to be active, critical participants in determining company strategies.

#### The Board of Directors performs three functions:

- 1) Selecting CEOs, assessing, rewarding, and perhaps replacing them.
- 2) Determining the firm's strategic direction and reviewing financial performance.
- 3) Assuring ethical, socially responsible, and legal conduct.

#### *The Board of Directors Consists of:*

- a) *A chief executive officer* (CEO) - occupies the top of the hierarchy or organizational pyramid: *Hierarchy* is the authority levels of the organizational pyramid. Authority which is officially vested in the board of directors is assigned to the CEO. He is personally accountable to the board and owners
- b) *A top management team* - typically comprised of a President, Chief operating officer, Chief financial officer, and other key executives: Frequently meet with the CEO to make important decisions. In addition to hiring Heads of Departments and key position personnel.

#### Hierarchical levels:

- 1) top management - strategic managers in charge of the entire organization
- 2) middle management - in charge of plants or departments
- 3) lower levels - made up of lower management and worker. They are called the *operational level* of the organization. And sometimes called Front Line Management level.
- 4) *subunits* - subdivisions of an organization: subunits with fewer layers have higher operating efficiency.

#### Factors of the Islamic Managerial Organizing:



**In Share'a:** It is building a hierarchy to manage people: following the Islamic Teachings in Quran and Sunnah, to achieve certain Human objectives that will satisfy Allah (SWT).

**Organizing** is to design the hierarchy that defines the flow of communications, power of authority, responsibility and referrals in a specific span of control.

Such hierarchy is a living thing that must be designed to reflect the relations, responsibilities and accountability on results, in addition to adaptability and flexible in a changing environment.

This is what is meant by the verse in the Holy Quran: "WE divided their living condition on earth, and placed them at different levels and classes."

The purpose of Divine organizing is to assemble the universe in a way to suit the Human needs, who are placed on earth to flourish & construct.

Al-Mighty sent Messengers & Prophets to Humans as a way of organizing the relation between Allah and Humans and other creatures.

Prophet Mohammad asked the Immigrants (Muhajreen) and the Supporters (Ansar) in Medina to perform brotherhood "Form Brotherhood in Couples", so that they shoulder each other; an action of organizing the Islamic Society.

Now, building on the previous definitions of Islamic organizing, we could figure out the following factors for organizing in Islam:

- 1) It is there to achieve lawful objectives.
- 2) Using available resources, legal functions and tools,
- 3) By selecting people who are qualified to do the jobs,
- 4) It defines internal and external relations as set by the Divine Teachings.

### **The Characteristics of Organization in Islam:**

Within the directives set by Holy Quran and Sunnah, Islamic organization is categorized with:

- 1) Leadership and hierarchical levels:  
"Allah (SWT) promotes those who believe in him and knowledgeable to high ranking levels."
- 2) Balancing between duty of care, responsibility and Leadership.  
v. 53 "O' Believers, don't betray Allah and His Messenger, while you don't do what you are entrusted with as required."  
h.14 Prophet Mohammad (PBUH) said: "All of you are responsible and accountable for whom you control: The Imam (Religious Shaikh) is responsible for whom he breaches or controls, the man in his home is responsible for all those he supports, etc."
- 3) Obedience to your superiors in the Hierarchy: "O' Believers, obey Allah and His Messenger and your Leaders. If you disagree on a matter, check the Divine Teachings or Sunnah, if you are true believers in Allah and the Day of Judgement. "Listen and be obedient to your leader, even if he is a Negro."
- 4) Select the Best Fit in accordance with his Specialization: "Use in every craft the best fit specialist."
- 5) Fulfill your commitment: "Allah orders you to give back what you were given as trusts to owners."

**The Race for Excellence  
needs perseverance and the ability  
to get up every time you fall down  
and start all over again.  
Check the causes of your mishap;  
remedy it and catch up with the race.  
If you do that nothing can stop you  
from achieving your objectives.**

**Shaikh Mohammad Ben Rashid Al-Maktoum Dubai (My Vision)**



## 5) Directing & Counseling in Islam

Direction is defined as the ability to create harmony between management and subordinates.

This function entails full knowledge of the overall goals and objectives of the organization; classifying:

- Who is doing?
- What are they doing = what tasks?
- How to do it?
- What to expect=the outcomes?
- In addition to checking achievement.

In case of deviation: what would the remedial action be to arrive to perfection? This can only be made by the right direction to develop their abilities and skills; direct them to the right direction to enable create the right environment of respect, dedication and loyalty.

Islam paid special attention to direction to enable motivate:

"If you were rigid, they would have left you."

" If you excuse them, it will closer to belief and bewareness, but don't forget kindness among all."

Direction is a focal point in Islamic management: Orders flow downward vertically from top to bottom, while response and feedback flow upward vertically from bottom to top of the hierarchy. As if it is the nervous system of the Islamic Organization, which directs them in light of two principles:

### First: Islamic Religion:

With reference to the verses of the Holy Quran and Sunnah: "There will be people who will be devoted to call for goodness and rebel evil, those are the winners."

"You are a nation that was sent to all Humans to call for goodness and rebel evil and believe in Allah (SWT)."

Direction in Islamic Management is based on Islamic Teachings, implanted to reflect the right Islamic Values, and Ethics.

It is a security barrier (fence) that protects Moslems and keep them safe and secure, within the highest standards set for their Leaders to follow and exercise on managing the general affairs of their people.

Making this leader a role model, reflecting the light that directs other to follow and imitate.

Hereunder are some features of Islamic Teachings of direction:

- 1) Scalar Unity of Command and Direction:
- 2) Shora: Consultation for what is to be directed.
- 3) Collective accountability: All are responsible and accountable for the results.
- 4) Remember: You are dealing with people who have Human aspirations and work in groups, while receiving direction.

### Second Principle: Competence and Experience:

Those who will perform direction are supposed to be competent enough and have the experience to do it.

This requires:

- 1) Ability & Patience:
- 2) Proper Ethics and a Role Model:
- 3) Experience in similar jobs, and finally,
- 4) Had the skills, abilities, knowledge, personality and behavior.





## 6) Counseling

Counseling is a serious intervention that requires skills, sensitivity, empathy, tact and thorough knowledge. Promotion of counseling requires that necessary responses be in place to meet public demands. It is the quint-essential personal communication intervention in the performance of executing business matters. It is an interaction that should inspire the client to make her/his best decisions. Thus, it is more about guidance, orientation than prescription.

**Counseling is:**

- A confidential dialogue,
- An intervention to deal with feelings,
- A strategy to develop personal plans of life

**Counseling Helps:**

- To dissipate fears and to diminish anxiety, anger or paralyzing frustration.
- It provides elements for making functional decisions

**Counseling is not:**

- Teaching facts and Data
- Telling people how to proceed
- Prescribing of appropriate practices and behaviors.

**The Basic Elements of Counseling are:**

- Sympathy and Support
- Risk assessment and planning to reduce their risks,
- Comprehensive plan of life,
- Referral
- It involves delivery or relevant information. This helps to attain:
  - Normalization of feelings,
  - Understanding of practices to reduce risk and prevent further problems,
  - Understanding of the gamut one has, with their pros and cons.

**Limitations of counseling**

- Honesty
- Trust
- Mutual respect
- Openness to feedback

**The Elements that define Good Quality Counseling are:**

- Confidentiality,
- Meets the person's Needs, what matters is her/his agenda, not the counselors.
- Empowers the client to take control, and to make vital decisions.

**The Route for Counseling:**

- Recognition of feelings and emotions,
- Acknowledgement of these feelings,
- Reduction of Anxiety
- Provision of relevant, appropriate Information
- Joint analysis of options (Pros/Cons)
- Offering of additional options
- Assessment of problems, conditions that required referral.
- Provision of orientation (Concrete directions) and support.



## Counseling Subordinates:

### Specific Limitations:

- Time
- Environment
- Confidentiality
  - Moral element & Legal element
- Limited knowledge of area
- Limited experience with counseling
- Poor communication skills
- Lack of knowledge about subordinates

### Over-Communications:

- Take action
- Accept limitations
- Use referral agencies

### Interpersonal Counseling Skills:

- Initiating (Establish Rapport)
- *Attending (mentally and Physically)*
- *Empathy Not Apathy*
- *Responding: Questioning, Reflecting, Summarizing & Silence*

### Reprimanding Skills:

- As soon as possible after the incident
- Focus on specific action or behavior, it isn't personal!
- Make troop understand the impact of their actions
- End on a positive note (example)

### Steps for Effective Counseling:

- Determine your approach and the related communication
- Prepare the environment
- Open the session
- Determine problem and solution
- Close the session
- Follow-up (most important step)

### Determine Your Approach:

- Counselor centered
  - Supervisor determines a problem
  - Supervisor has the solution
  - Supervisor takes responsibility for success of the session

### Counseling Session Synopsis:

- Welcome counselee
- Identify inappropriate behavior
- Explain impact of behavior
- Explain expected course of action & Close

### Counselee centered

- Counselee determined a problem
- Counselee may have the solution
- Needs a "sounding board"

### Determine the Problem and Solution:

- Work to Have Counselee Accept Responsibility
- Identify Problem (together)
- Define Goals (together)
- Determine Course of Action (together)
- Establish Schedule (together)



- Follow Through

### **Combined method**

- Counselor and counselee work together to determine the problem and find the best solution
- Team up together

### **Prepare for the Communication:**

- Determine your objective
- Do you need an outline??? Be flexible
- Gather any background info you may need

### **Prepare the environment:**

- Physically: time, place, seating arrangement
- Mentally: Clear your mind

### **Opening the Session:**

- Establish rapport
- Identify the objective

### **Working through the Session:**

- Use your interpersonal skills: Attending, listening
- Responding skills: Questioning, Reflecting, summarizing, and silence
- Speak in terms counselee will understand
- Frequently summarize: Maintain objectivity

### **Closing the Session:**

- Review the session
- Schedule the next step

### **Document the Session:**

- "WHEN IN DOUBT, WRITE IT OUT"
- Record Problems Accurately
- Record Only Pertinent Facts
- Record Cause of the Problem
- Record Actions Planned or Taken
- Record Follow Up Actions as They Occur

### **Follow-up Action:**

- Counseling responsibilities are not complete until the counselee is no longer experiencing difficulties

### **A Final Note about Counseling:**

- Not a skill you are born with
- Takes years to master
- Trial and error/practice
- Use referral agencies



## **A Case Study in Counseling:**

**Being the Head of Administrative Sciences at the National College of Science and Technology, Salalah, Sultanate of Oman, I was asked to join the Dean in counseling Dr. Mohammad, a Sudanese Assistant Professor, teaching Managerial Accounting for the 4<sup>th</sup> year students majoring in Accounting. The students have abandoned his class, whenever he enters the lecture room they leave. They don't understand the subject and he is not willing to rediscuss it. They raised a complaint to the Dean and to the Ministry of Higher Education who requested a response.**

**The time was set for the counseling session, the agenda was communicated, and a request was made to the lecturer to prepare a written response. The Dean started presenting the case, and asked the lecturer to tell us what went wrong.**

**The Lecturer started to accuse students being against him and they don't want to cooperate as they want somebody else to lecture the subject. And added, "It is all written in my report".**

**I commented: Dr. Mohammad, You are a graduate of a reputable university in Britain, with distinctions, and had the proper knowledge and experience, but, you need to identify their level of competence, and try to bring them up to the expected level; not to stay where you are and try test them to your level, which is impossible.**

**He replied: How do you expect an Omani to understand when they can't understand my Arabic not even the English Language as a medium for learning. It is a hopeless case. They will all fail and will never graduate.**

**The Dean commented: "This is a losing issue; I have the right solution for him". By the time we went to the Dean's Office, he called his secretary and asked her to draft a dismissal letter for Dr. Mohammad.**

**He received the dismissal letter and raised a case in the Labor Office, where they asked the College to pay him all his dues and salaries till the end of his contract. It was very costly.**



## 7) Control in Management:

Prophet Hod told His People:

v. 63 “You folks: do what you are standing to do, I will do what I stand to do; and you will know who will receive a disgrace and who is lying; Watch and I will watch with you.”

### Definitions:

- 1) Henry Fayol defined control as a process and a function of management to ensure that all what is happening inside the organization is going as planned, to enable find the weak aspects and correct them.
- 2) Moore, defined managerial control as a function to ascertain that everythin is being performed as planned. It is the organization and directing efforts to execute the set plans to achieve the set objectives.
- 3) Bedeian & Giglioni defined it as the function that lists what every member, or team or group of people of the organization is doing and influence them.
- 4) It was also defined as the measurement and correction of workers' performance in a way to achieve objectives as planned. It is the process that ascertains all what is happening inside the organization as planned, by comparing the actual performance and the standards.
- 5) Peter Drucker defined control as a process to ascertain that the set objectives, policies and plans, orders and instructions are being performed perfectly and in accordance with the expectations.
- 6) A function performed by managers within the plans and policies, at different levels and different means, that differs from one level to the other.
- 7) It is that self control that is performed by the management itself to ascertain that what they are doing is line with the law or suits the prevailing conditions.

This means that every function that is performed by management needs some sort of control, while the managerial control function requires planning and organizing as well.

### Controlling:

Controlling is a four-step process of:

- 1) Establishing performance standards based on the firm's objectives,
- 2) Measuring and reporting actual performance,
- 3) Comparing the two, and,
- 4) Taking corrective or preventive action as necessary.

Performance standards come from the planning function. No matter how difficult, standards should be established for every important task. Although the temptation may be great, lowering standards to what has been attained is not a solution to performance problems.

On the other hand, a manager does need to lower standards when they are found to be unattainable due to resource limitations and factors external to the business.

Corrective action is necessary when performance is below standards. If performance is anticipated to be below standards, preventive action must be taken to ensure that the problem does not recur. If performance is greater than or equal to, standards, it is useful to re-enforce behaviors, and that would always lead to acceptable performance.

### The Concept of Managerial Control:

Recently, Control is not confined to the financial matters and ascertaining its legality and conformation to rules and regulations set for the purpose, but, extended to cover efficiency and effectiveness of all parts and departments of the organization.

### Characteristics of the Control Process:

The control process is cyclical which means it is never finished. Controlling leads to identification of new problems that in turn need to be addressed through establishment of performance standards, measuring performance, etc.



Employees often view controlling negatively. By its very nature, controlling often leads to management expecting employee behavior to change. No matter how positive the changes may be for the organization, employees may still view them negatively.

Control is both anticipatory and retrospective. The process anticipates problems and takes preventive action. With corrective action, the process also follows up on problems. Ideally, each person in the business views controls his or her responsibility. The organizational culture should prevent a person walking away from a small, easily solvable problem because "that isn't my responsibility". In customer driven businesses, each employee cares about each customer. In quality driven dairy farms, for example, each employee cares about the welfare of each animal and the wear and tear on each piece of equipment.

Controlling is related to each of the other functions of management. Controlling builds on planning, organizing and leading functions.

### **Self Control:**

Self-control, sometimes called adhocracy control is complementary to market, bureaucratic and clan controls. By training and encouraging, individuals to take initiative in addressing problems on their own, there can be a resulting sense of individual empowerment. This empowerment plays out as self-control. The self-control then benefits the organization and increases the sense of worth to the business in the individual. This leads to the learning organization, too.

### **Designing Effective Control Systems:**

Effective control systems have the following characteristics:

- 1) Control at all levels in the business.
- 2) Acceptability to those who will enforce decisions,
- 3) Flexibility,
- 4) Accuracy,
- 5) Timeliness,
- 6) Cost effectiveness,
- 7) Understandability.
- 8) Balance between objectivity and subjectivity,
- 9) Coordinated with planning, organizing and leading functions

### **Dysfunctional Consequences of Control:**

Managers expect people in an organization to change their behavior in response to control. However, employee resistance can easily make control efforts dysfunctional. The following behaviors demonstrate means by which the manager's control efforts can be frustrated:

- 1) Game playing → Control is something to be beaten, a game between the "boss and me and I want to win".
- 2) Resisting control → a "blue flu" reaction to too much control.
- 3) Providing inaccurate information → a lack of understanding of why the information is needed and important leading to "you want numbers, we will give you numbers."
- 4) Following rules to the letter → people following dumb and unprofitable rules in reaction to "do as I say."
- 5) Sabotaging → stealing, discrediting other workers, chasing customers away, gossiping about the firm to people in the community, etc.
- 6) Playing one manager off against another → Exploiting lack of communication among managers, asking a second manager, if they don't like the answer from the first manager, etc.

The Managerial Control is similar to a Thermostat that is used to control temperature in building. This apparatus measures the surrounding thermal degree and compares it to the required degree. If there is a difference, the apparatus either disconnects the current to decrease the thermal degree or operates a heating system to upgrade the thermal degree. There are several functions that need similar controls, by measuring the outcomes and comparing it to the set standards, and then take the corrective action, to enable bring result to the expected outcomes level.



## Control in Islam

Control in Islamic Management is the process of comparing outcomes to certain standard procedures or set goals; otherwise take the remedial actions due to deviation.

This is the ultimate of Control in Management. Implementation of the action plan is something, while achieving the required outcomes is something else. It is the responsibility of managers to keep watching the implementation process, and see that it is on the right track to achieve the objectives.

### The basics of Islamic Control:

- 1) Enhancing the feeling of Divine control,
- 2) Stressing on accountability the Day of Judgement:  
v. 64 "Read your Record, It is enough that you check today what you did."
- 3) Requiring self discipline:  
v.65 "Tell them to work hard. Allah, His Messenger and the Believers will see how you do it. You will be referred to Allah, The Knowledgeable of the Unknown, who will tell you how did you perform."
- 4) Ordering to follow the Islamic Ethical teaching.
- 5) Requesting Humans to abide and model for best practices:

### Types of Islamic Control:

- 1) Divine Control: This goes in line with the verses of the Holy Quran:  
v.66 "Whatever you say, you have angles who write your saying and watch you (no r) closely."
- 2) Self Control: This is one of the best self control activities, where people are judged not by how much they know, but on how they use this knowledge.  
v.67 "Every person is accountable for what he did."  
h.26 Prophet Mohammad (PBUH) said: "If you don't see Allah, He sees you."

All Moslems believe that there are two Angles on your shoulders who are writing all your deeds and what you (no r) say or think to say or do, self control is a way to please Allah (SWT) to gain his paradise, or otherwise, go to hell.

- 3) Organizational Control: at the supervision level:  
h.27 "Practice justice, Allah (SWT) likes those who practice Justice."  
All those who are in key positions are asked to practice fairness and justice to all, irrespective of color, source, culture, origin or even religion.  
The story of the Son of Omar Bin Al-Ass and the Egyptian Copt is known, when he slapped that boy and his father went to Medina and complained to Khalifa Omar who asked him to slap the son of Bin Al-Ass claiming to be superior. He refrained and changed to Islam because of this justice.

### Islamic Control and Performance:

Islamic Control is, in a way, connected to employee's performance which falls in one of the following categories:

- 1) Highly motivated workers are task-oriented, who try to accomplish their tasks at the best level of expectation, and need little supervision or motivation.
- 2) Moderate motivated workers are people-oriented, who try to create better relations with their peers and superiors, need certain levels of control and direction to motivate and achieve set objectives,
- 3) Low motivated workers are instruction-oriented, who need detailed instructions of what to do and how to do it. Such people need close supervision and continuous motivational effort, either moral or material.



**Supervision  
In  
Islam**

**When your post of authority  
gives you the power to be unfair.  
Remember: There is Allah,  
The Most Powerful,  
HE is able to judge you too.**



## 8) Supervision



Supervision is one of the main functions of the management process. Without effective supervision, managers might not be able to appraise subordinates' performance, nor to achieve set goals on time.

Generally, Supervisors are involved in job analysis and designing or updating job descriptions, especially when they are about to start recruiting employees, or when they are setting up the framework of training and development plans for their subordinates.

When tasks are assigned to a subordinate, the supervisor keeps monitoring the performance of his subordinate to check achievements and counsel him when there are mistakes.

### Definitions:

Supervision includes a variety of activities, such as:

- 1) establishing goals with the employee,
- 2) observing the employee's activities to achieve the goals,
- 3) providing guidance so the employee achieves the goals effectively, and efficiently, (i.e., has strong "performance:"),
- 4) evaluating the employee's performance,
- 5) rewarding strong performance,
- 6) addressing any performance issues, and,
- 7) firing the employee, if necessary.

Some supervisors are also closely involved in staffing recruiting, selecting, orientation activities, and training, as well.

If the goals are specifically assigned to the employee, with little or no involvement from the employee, and the supervisor closely watches the employee (rather than generally guides them), and provides specific directions, then those activities might more appropriately be described as directing, rather than delegating.

### Supervision Scope:

The number of subordinates that one boss can supervise effectively. The more the subordinates, the more the direct linear communicational channels;

Factors that affect the Supervision Scope:

There are a number of factors that affect supervision scope:

- 1) The Supervisor's Personal Ability:
  - The Personal abilities can be either mental or physical.
  - Such Personal Ability defines the supervisor's scope of either more or less.
- 2) Subordinates' Experience: The more experiences gained, the less the supervision needed the more scope.
- 3) Counselling Services: The availability of such counseling services help the supervisor in counseling subordinates, provision of advice that would minimize the time needed for supervision and the effort



exerted in that direction, especially during problems. Such availability will enable him to supervise more subordinates.

- 4) The Frequency of routine processes: The less the problems due to repeated processes the more supervision scope.
- 5) The Supervisor's time available: The more the time the more the scope.
- 6) The Supervisor's Skills: The more he is skilled the more the scope.
- 7) The Delegation of Authority: The more the delegation, the more the trust, the wider the scope.
- 8) The dispersment of locations: The more dispersed locations of performance, the more the time needed, the more the effort, and the less the scope.
- 9) The more the supervisor is involved in non-routine tasks, the less the supervision scope.
- 10) The occurrence Frequency of the problems: The more the problems in the work environment, the less the supervision scope.

## Supervision Scope Advantages/Disadvantages

### Advantages of wider supervision scope:

- a) Decreasing the overhead costs.
- b) Shortening the communicational channels,
- c) Decreasing stress levels the boss is exposed to,
- d) Less managerial levels.

### Disadvantage of wider supervision scope:

- a) Lack of time for planning and decision-making
- b) Delay of accomplishments.
- c) Less time for performance reviews,
- d) Less chances for promotions,
- e) More centralization.

## Dos and Don'ts on Supervising:

### Make sure that you DO:

- Give sufficient instructions (complete and specific).
- Explain targets, deadlines and dates for activities in advance,
- Admit your own mistakes,
- Support your subordinates,
- Delegate responsibility appropriately,
- Trust your staff members,
- Recognize merit when it is warranted,
- Supply employees with adequate materials, equipment, and support,
- Give employees the opportunity to participate and to use their own initiative,
- Deal with problems in an honest and straightforward manner,
- Give the real reasons for problems or decisions,
- Make an attempt to see the employee's point of view.

### Make sure that you DON'T:

- Scold an employee in the presence of others,
- Show favoritism toward certain employees,
- Blame an employee for your own mistakes,
- Intrude in the personal matters of employees,
- Provide excessive supervision by being too vigilant, checking even unimportant details.
- Gossip with one employee about another,
- React negatively to employees

## 9) Coordination

Can't Fight over What to Do? Fight over How to Do It



### Definition:

The coordination is an organizing tool which is intended to connect, harmonize, make the collective effort compatible with individuals, groups, teams and units in the organization so that timing and efforts enhance the efficiency of collective performance to achieve a common objectives.

It is that process responsible for ensuring the right communications between the different hierarchical levels of the organization (horizontally and vertically), to ascertain the positive integration between such positions horizontally, and to achieve the set objectives, taking the external environmental into consideration.

The larger, the more diversified and complex activities of the organization; the harder the coordination, and the greater the communicational channels in all directions will be

### The Objectives of Managerial Coordination

- 1) Achieving a balance, harmonization between all the activities in the organization to enable arrive to better understanding, cooperation between the different hierarchical levels.
- 2) Managerial Coordination leads to avoiding repetition and duplication of activities or efforts.
- 3) Avoiding conflict of interest,
- 4) Achieving the set objectives and decreasing costs, time and effort.
- 5) Integrating all specialities within the organization, connecting their activities together to enable achieve the same objectives.
- 6) Minimizing the managerial problems that might be caused by the lack of coordination within the organization.

### Coordination Purposes:

Coordination is an activity that employs management collaborative planning, forecasting and replenishment, and recognizing change. The management uses coordination to fulfill all or some of the following purposes:

- 1) To establish and develop an organizational culture enhancing certain values, and cooperative/collaborative behaviors.
- 2) To identify training needs through collective integration and designing objectives.
- 3) To design certain policies, rules and procedures that develops common coordination between jobs and positions.
- 4) To establish teams consisting of representatives from all units in the organization.

### The Principles of Managerial Coordination

- 1) Direct communications Principle: Coordination can be achieved through direct horizontal communication happens during the normal working hours.

- 2) **Early Start of Managerial Coordination Principle:** Coordination should start early, when planning and establishing managerial policies. It should start at the beginning of initiating plans and procedures to enable keep a balance and minimize conflicts.
- 3) **Connectivity and Interaction Principles:** Where all factors relevant to a certain issue or facing a certain condition should be connected and/or interactive.

### **Advantages of Effective Coordination:**

- 1) **Guaranteeing Loyalty** to the organization and achieving its objectives,
- 2) **Guaranteeing cooperation** between units and department, thus stopping any effort for isolation or separation.
- 3) **Arriving to managerial performance efficiency** and achieving goals.
- 4) **Efficient coordination** between the individuals and their groups or departments within the organization.
- 5) **Efficient coordination** between the organization and other organization to enable better achievements categorized with speed, profitability and credibility.

### **The Role of Management in Coordination**



- 1) The organization can succeed only if coordination is accomplished by carrying out a feasible plan of action.
- 2) The plan will promote the organization's goals; it must be adjusted through time to be feasible as circumstances change.
- 3) Coordination must ensure that the members of the organization are properly motivated.
- 4) Efficient organization must leave workers and supervisors at lower organizational levels considerable autonomy in implementing their parts of the plan.

### **Managerial Levers to Achieve Coordination**

- **Aligning Goals and Incentives**
- **Improving Operational Performance**
- **Designing Pricing Strategies to Stabilize Orders**
- **Building Strategic Partnerships and Trust**
- **Improving Information Accuracy**
- **Aligning Goals and Incentives**
- **Align incentives** so that each participant has an incentive to do the things that will maximize total supply chain profits
- **Align incentives** across functions

## Some Coordination Problems:

### 1) Coordination and Design Attributes

- We will now consider some of the coordination problems of resource allocation through non-price mechanisms. We will look at particular attributes of allocation that make one or another system of coordination effective.
- Allocation problems have design attributes
  - where there is a lot of *planning information available* and
  - where the most costly error is failure to achieve the *right relationship among variables* (we speak of the right “design” when the pieces of the puzzle fit together well).

### 2) Assignment Problems

- Assignments to coordinate activities are made, so goals can be accomplished without duplication of effort.
- An example of coordination assignments.

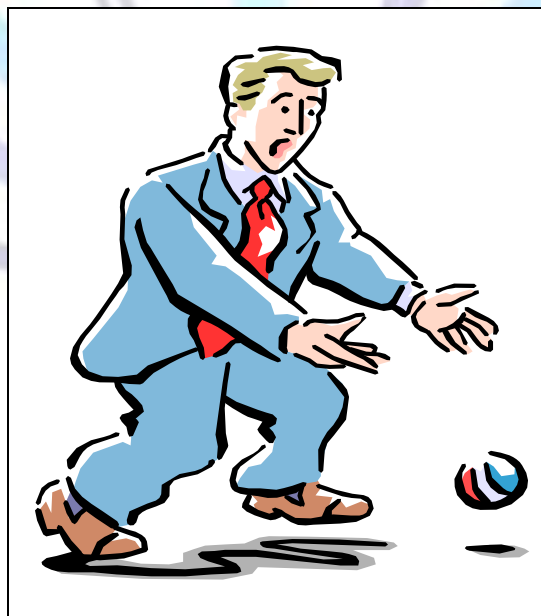


- Calling for an ambulance and having the dispatcher assign the nearest one to come.
  - Should the dispatchers attempt to determine a system of prices to establish which vehicle and crew could provide the most appropriate service at the best price? No, they just send one.
  - But notice the less time-pressured question of the purchase of ambulances.
- ### 3) Synchronization Problems
- The Cockswain and the Rowing Crew  
(Choosing the pace and rowing in unison)



Try using prices here: the price equals the value of additional effort to the team.

- How might one determine individual prices to get the right efforts and communicate the prices to the individual team- members. Price negotiations with the rowers would be too slow, and everyone might not pull together.
- 4) **Developing Organizational Routines**
- Where organization routines develop, there is no need for the more-expensive reliance on centralized direction (coxswain or dispatcher).
  - Organizations can establish routines that help decentralized agents solve recurrent design problems.
  - Actions are decentralized, when they are left to individuals at lower levels of the organization to make independently. The price system is decentralized. But leaving all decisions to individuals who actually take the actions means the decisions might be uncoordinated.
- 5) **Designing Organization Routines Problems**



- The problem is to determine:

- At which levels will agents participate in decisions?
- What information should be communicated to help the individual decision makers?
- Which parts of the decision should be centralized?
- Who should make the centralized decision, and
- What information should they use? In other words,
- Who won't drop the ball?

### 6) Weakness of the Plan

In deciding what and how to communicate, two characteristics are important:

- (1) The costs of information transfer and
- (2) The fragility of the corresponding planning system:

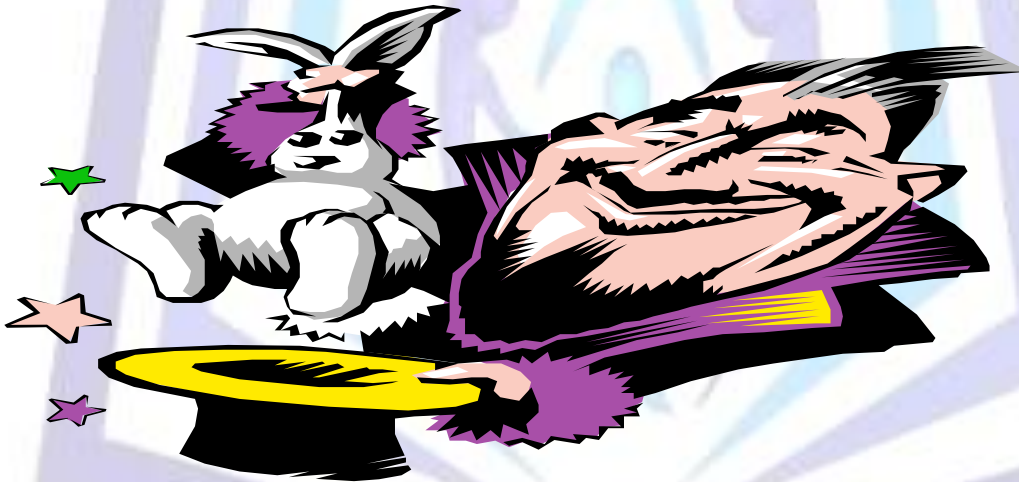
*How badly does performance deteriorate when information is imperfect?*

Senior management usually must determine and communicate the firm's overall strategy, but lower levels retain responsibility for

### Judging Coordination Systems

- We use three criteria to compare how well different systems perform in solving economic problems.
- First, if all reports were honest and accurate and all information processed costlessly and accurately, could the system achieve efficient outcomes? (With good information is the system efficient?)
- Second, how much information must be communicated? (Could other systems do as well with less information?)
- Third, how brittle is the system? If there is too little information or it has some inaccuracies, how badly will the system's performance deteriorate?

### Choosing a specific system



- This is like the evaluation of most kinds of investment projects, public or private. No magic required.
- We must simply compare:
- The net benefits offered vs. Information costs.

## Coordination and Business Strategy



## ...is how we now view the Universe.



(the arrow points to our star, 1 of 200 billion stars, in 1 galaxy of 100 billion galaxies)

- Operational scale is itself a part of the design of a firm.
- If a large sale volume is anticipated, the firm's size must be planned -- production capacity, size of sales force, distribution equipment and facilities.
- If actions are to be coherent, during growth, the marketing, production, personnel and procurement managers must have a shared view of the growth.
- The scale of operations affects more than just the scale of each of the firms' organizational parts; it also determines what degree of specialization should be adopted by the firm.
- Various economies of scale permit costs to be smaller and prices to be lower. That encourages greater quantities to be demanded and, in turn, supports an increased scale of operations.

**If you always do  
what you have always done  
You will always get  
What you have always got.**

**Anonymous**





## 10) Followup, Performance Review

The Managerial supervision and control activities will create the following managerial functions:

- 1) Followup on what is planned or agreed upon between the supervisor and his subordinate to accomplish the set objectives.
- 2) A performance review: If the performance is acceptable and to the expectation, it will be enhanced, otherwise a plan will be set to develop the performance to the expected level through training.
- 3) Check the satisfaction level and productivity, to enable plan for promotions and succession.
- 4) Identify the training needs for such skills that are identified to be acquired during the appraisal.

### What Is Follow Up?

Following up is a communication and leadership skill that often goes neglected and under exercised. Follow up is done by supervising subordinates and making notes of their performance over a certain period of time.

Or, simply following up returning calls, emails, and closing conversations with appropriate endings or updates that all parties involved can take away a mutual understanding.

When used constructively, following up keeps people informed and helps others feel as if tasks, projects and situations are properly handled and concluded to the expectations.

Proper follow up shows consideration for others' time, resources, and relationships.

### What Happens When We Don't Follow Up?

When we don't follow up with others, it appears rude, arrogant, and inconsiderate of the time and feelings of others.

Others can interpret this behavior as self-centered and displays a "what's in it for me" attitude.

People are left feeling frustrated, angry, and confused by our miscommunication.

### How Can I Ensure I Follow Up?

Follow up is essential, especially in a timely matter – as soon as you receive a note, get more news, make progress or learn of obstacles.

If you're worried about a time, just follow up as quickly as you can. Keep others in the loop with small notes and communications.

Follow up doesn't take much time – just a few minutes at least – to make calls, send notes and finish, or continue conversations.

When it comes to a tough project or situation, and little has progressed or things are moving slowly, give others a heads up.

Take a few minutes to send a quick email or message to keep your colleagues or friends or family. Call them with news – positive or negative – it doesn't matter – follow up helps us continue to resolve problems and situations.

The point of following up is to either create endings or make steady progress that everyone can feel good about. Mutual understanding is the key.

By avoiding and ignoring others, we close off our awareness of the negative image and lack of communication skills we possess as your lack of follow up is a representation of your relationship and leadership skills.

Following up is an essential skill to resolve problems, maintain strong relationships, and communicate ourselves clearly and positively.



## Definition of Follow-Up Actions

Follow-up actions define actions or functions that are triggered automatically by the system when an activity is set to the status *In Process*. A follow-up action can, for example, specify that an e-mail is sent to a partner.

### Features

Each follow-up action requires an active implementation of the Business Tasks. The implementation defines the required reference objects (individual, material, skills, abilities, knowledge, and so on), the business partners: Subordinate, Peer, Boss, Others in quantities, dates, and achievement or performance parameters. It could be in an electronic template or an action slip or follow-up file.

### Following up Properties:

The following properties apply to follow-up actions:

- If a follow-up action was specified for an activity template, the *Follow-Up Action* tab is visible when you are processing the activity.
- A follow-up action is fixed to a certain activity and cannot be moved to another one.
- The processing of follow-up actions is documented by their own processing status and their own processing log.
- A follow-up action can only be executed once. It can only be repeated if it was not successful.
- New reference objects can be added to the list of reference objects via follow-up actions (for example, a newly created material document).
- Activities with a follow-up action cannot be completed directly; they must first be set to the status *In Process*.

### Follow-up on Personal Matters:

On the personal side, this could even be said for even following up with friends and family to thank them for gifts and kindness.

Have you noticed after a friend or colleague asks for help and you agree or have followed through with your part, they fall off the face of the map?

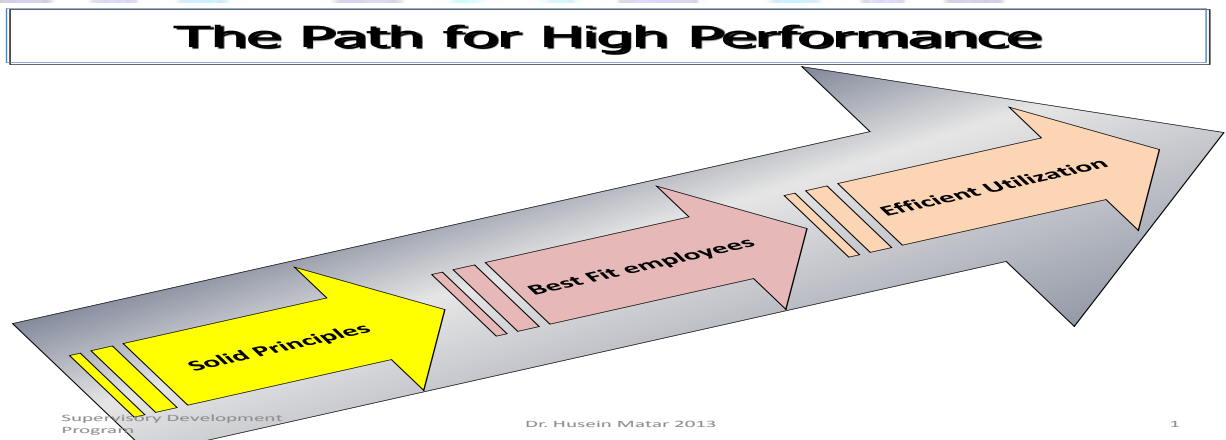
Time goes on, and still no follow-up. You or someone you have done this to is left hanging waiting to hear from you. As a consequence, relationships and trust fall apart.

## 11) Performance Appraisal:

Performance appraisal is the process of observing and evaluating an employee's performance, recording the assessment, and providing feedback to the employee. Performance appraisal can also reward high performers with merit pay, recognition, and other rewards.

Generally, HRM professionals concentrate on two things to make a performance appraisal a positive force in their organization:

- 1) **Rewarding or promoting the outstanding performers through the accurate assessment of performance through the development and application of assessment systems such as rating scales, such as Halo error, Homogeneity or Behaviorally Anchored Rating Scale (BARS).** The BARS is a rating technique that relates an employee's performance to specific job-related incidents. Such scales can also define the performance levels of all human resources being appraised. This would lead to establishing corrective actions, within a time frame, to develop the unsatisfactory performers.
- 2) **Defining the training requirements: Training managers to effectively use the performance appraisal interview, so managers can provide feedback that will reinforce good performance and motivate employee development.**
- 3) **Maintaining an effective workforce: Now, and after having the right employees, how managers and HRM professionals maintain a workforce that has been recruited and developed. Maintenance of the current workforce involves: compensation, wage, and salary structure, benefits and occasional terminations or redundancy.**



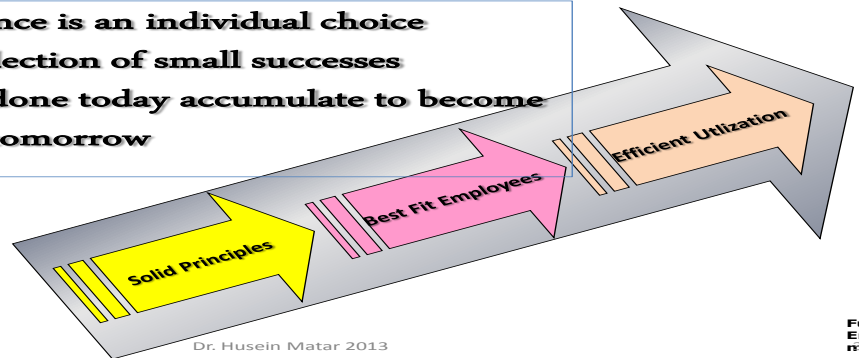
## Timeless Principles (Work and Life)



## Lesson Learnt – The Message

Successful Businesses and Individuals think and act differently

- **High Performance is an individual choice**
- **Success is a collection of small successes**
- **Small changes done today accumulate to become Large changes tomorrow**



Supervisory Development Program

Dr. Husein Matar 2013

Full Engagement

### Performance Management:

#### The Importance of Individual Performance:

The Individual Performance in the workplace is the core of any business culture, which is depicted in several behaviors including:

- Commitment through Satisfaction,
- Loyalty through equity compensation,
- Productivity through quality work life, including motivation,
- Punctuality through flexibility,
- Trust through implementing fair practices without discrimination.

All such behaviors are watched closely inside the workplace through Performance Management.

*Performance Management* is the means through which managers ensure those employees' activities and outputs are congruent with the organization's goals.

#### Organizational & Individuals Performance

Businesses that strive to achieve the comparative advantage over its rivals in a competitive market are reluctant to practice the following:

- Hire the best fit workforce,
- Create a quality work life for them to stay fit,
- Satisfy the needs of its workforce to enable keep them,
- Produce products at competitive prices,
- Pay its workforce an equitable compensation.
- Keep monitoring the performance of its workforce,
- Keep an open eye on the target markets to enable:
  - Take a benchmark or be a benchmark for others.
  - Produce quality products,
  - Practice TQM all through its activities.
  - Create Trust inside and outside the organization.

### Organizational Performance:

# Organizational Performance

Organizational performance is an aggregate of Individuals' performance



5

## Introduction

Organizational Performance can be shown in different shapes and behaviors:

- **Market Performance:** Performance in the target market: Sales, Goodwill, Loyalty, etc.,
- **Corporate Culture Performance:** Performance of the workforce inside the organization: Trust, confidence, confidentiality, accountability, Dedication, cohesion, etc.,
- **Productivity Performance:** Performance of the workforce to increase productivity and achieving set objectives.
- **Management Performance:** To create a quality work life to enable motivate, satisfy, and enjoy a competitive edge.

### 1) Performance Planning

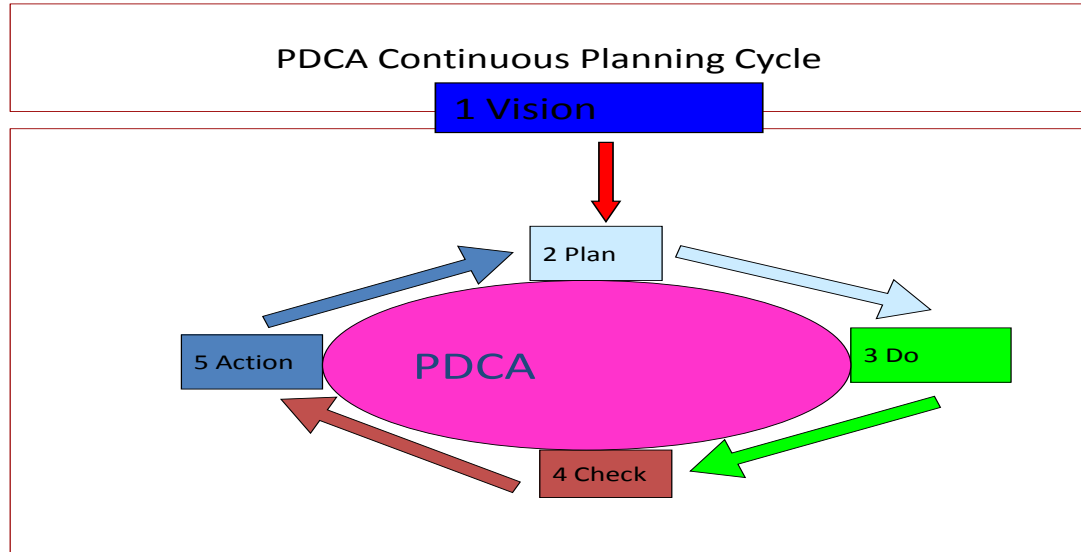
Planning is the process of establishing clear expectations.

All business activities are supposed to be planned to serve the vision of the board. Performance, as well, needs to follow the same cycle of planning (PDCA) to enable:

- **Plan** (Set goals and a road map),
- **Do** (Implement the plan),
- **Check** (Assess the outcomes),
- **Action** (Corrective action to put back on track),.

This is intended to check, monitor, coach, correct or enhance outcomes.

## PDCA Continuous Planning Cycle



8

## The Planning Cycle

This cycle consists of :

- Vision, Mission & Passion:
- Setting Goals (SMART) that have the following features: specific, measurable, attainable expectations, attached to a reward system, and, to be achieved in a time frame.

### Planning & Setting goals:

This involves the participation of every managerial level in certain planning activity:

- Top Management: Strategic Goals & Planning,,
- Middle Management: Tactical Goals & Planning, and,
- Lower Management: Operational Goals & Planning.

## 2) Performance Coaching

Managers at every level of management are supposed to:

- 1) Hire the best suited employees,
- 2) Identify their:
  - Competences (Strengths),
  - Deficiencies (Weaknesses),
  - Plan their career promotional opportunities,
  - Inform them of what threats they will be faced with to enable motivate to deal with them.
- 3) Devise a performance coaching to enable change their deficiencies into strengths or competences,
- 4) Devise a goal achieving plan to enable check accomplishments at certain intervals,
- 5) Train their employees to do a better job to enable arrive to excellence and a quality work life.
- 6) Getting interim feed back and support of their employees through team-working and collaboration.

## 3) Performance Review

Managers will keep monitoring and reviewing the performance of their subordinates to enable check and assess:



- to what levels of accomplishments did they arrive, and,
- at what levels of competences and excellence.

This is intended to evaluate the overall achievements to enable compare with the organizational set plans to achieve the objectives of:

- 1) the overall organization (Mission),
- 2) the board's vision, and,
- 3) the passion to achieve a quality work life for everybody involved.

This is to accomplish the overall strategy of the organization.

## The Strategy & The Mission



19

### Mission/Strategy/Tactics Relevance

Mission  
Strategy  
Tactics

Example: Rita is a high school student. She would like to have a career in business, have a good job, and earn enough income to live comfortably

Mission: Live a good life  
 Goal: Successful career, good income  
 Strategy: Obtain a college education  
 Tactics: Select a college and a major  
 Operations: Register, buy books, take courses, study, graduate, get job

### Performance Appraisal & Job Satisfaction

#### Job satisfaction

##### Definition:

Job satisfaction can be defined as: "People's general attitude to their job."

It is a mental attitude of the workforce, expressed either in words or in behaviors, towards the policies, the jobs, the management, the organization, and the work life or environment inside the organization.

Why do Organizations care about Job Satisfaction?

Organizations pay special attention to job satisfaction, because it is believed to have a substantial effect on:

- their employees.
- performance and productivity.

#### Job Satisfaction factors

Job satisfaction can be derived from the following factors:

- 1) Motivating and Rewarding environment.
- 2) Fairness & Equity, (equitable salary scale and benefits)



- 3) Equal Pay for Equal effort,
- 4) Safe and Secure environment,
- 5) Training and Promotional prospects,
- 6) Leadership Style & Productivity,
- 7) Un-discriminative environment.
- 8) Introducing the latest technologies in all aspects to achieve business growth.
- 9) Competitive edge of the organization,
- 10) Practicing TQM, Benchmarking & Continuous improvement.
- 11) Providing QWL-Quality work life inside the organization.

### **Performance:**

### **Productivity & Job Satisfaction**

- Performance & Productivity are the products of job satisfaction.

### **Job Satisfaction Survey**

Are happy workers productive?

A review of the extensive research suggests that if job satisfaction does affect performance, the relationship is minimal.

### **Job Satisfaction:**

### **Absenteeism, Punctuality & Turnover**

There is quite a strong relationship between: absenteeism, Tardiness, and, turnover and job satisfaction. But, all depends on performance.

- a) Job Satisfaction & Absenteeism: Happy/satisfied workers are more likely to come to work. (less absenteeism?)
- b) Job Satisfaction & Punctuality: There is evidence to suggest: It is more likely for satisfied workers to attend work?? (Punctual??)
- c) Job Satisfaction & Turnover: Happy/satisfied workers are: more likely not to leave the organization?? (less turnover)
- d) Job Satisfaction & Treatment: If people feel they are fairly treated in the evaluation of policies practiced, processes used, outcomes produced, rewards received, then: they will be satisfied.





## Job Dissatisfaction:

### Job Dissatisfaction symptoms

But, job dissatisfaction that aggregates across many individuals creates a workforce that is more likely to exhibit:

- 1) Higher turnover;
- 2) Higher absenteeism;
- 3) Less good citizenship among employees;
- 4) More grievances and lawsuits;
- 5) Strikes;
- 6) Stealing, sabotage and vandalism;
- 7) Poorer mental and physical health (Stressful);
- 8) Poor safety compliance resulting in more injuries;
- 9) Poor customer service;
- 10) Higher costs of medical and insurance coverage.
- 11) Lower productivity and profitability.

#### a) Dis-satisfaction & Productivity:

A satisfied worker is not necessarily more productive than that of a dissatisfied one. Sometimes people are happy with their jobs because they don't have to work hard. This has something to do with their personality.

#### b) Job Performance and Personality Implications:

Personality is related to job performance. Job satisfaction is influenced by personality and related to important work behaviors as well. Understanding personality can improve HRM vital activities as in: hiring, transfer, and promotional or dismissal decisions.



Human Resource  
Management  
In Islam

**I selected the right people to work with me,  
I delegated to them without cutting corners,  
They did a marvelous job  
I am proud to have them around me, and  
I appreciate what **we** accomplished together.  
We were an outstanding team.**

**George Bush**



## Human Resources Management

v.69 One of his Daughters said: "O' father, hire him, The best of the hired is the Powerful and the Honest."

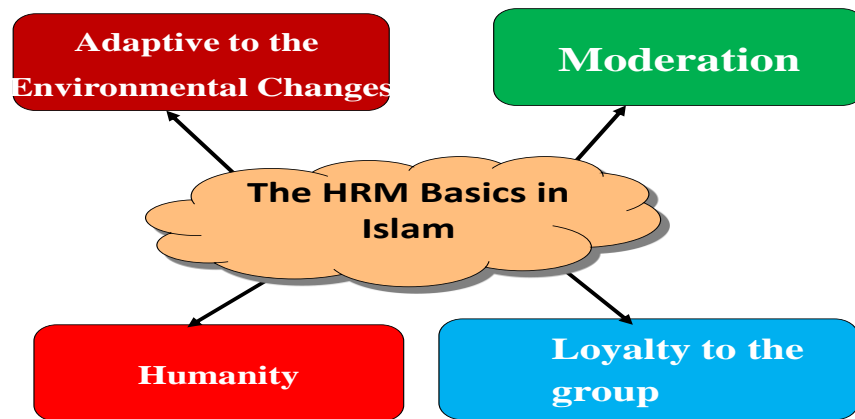
### A Thought:

"Knowledge, proficiency and good performance are all strength factors in the workplace. Any shortage is from the worker not in the organization.

A beautiful explanation (in this Qur'anic verse) replicated. It did not require faith as a prerequisite for hiring. Perhaps the best hired might be a non-Moslims, when the two factors (powerful and honesty) are obvious traits in the non-Moslem" .

### The Purpose of HRM:

The Ultimate purpose of HRM is their pursuit to build a productive and efficient workforce by an understanding management team is to achieve the Human Welfare, the Growth of organizations, and the Prosperity of local communities as a final objective.





# Moderation

**Balance between  
Rights and Responsibilities,  
Justice and Equity.  
Moderation in the use of  
Power and leniency.**

2

# Humanity

**Dealing with people  
in a way that preserves  
dignity and protects Rights.**

3

# Adhesion to the Group

**There is no difference between the boss and the subordinate except by the responsibility level assigned to them.**

**Omar Ben Al-Khattab advised Aba Mousa Al-Ashari by saying:**

**Manage their affairs by yourself:**

**You are one of them,**

**but Allah (SWT) gave additional responsibility.**

4



Adaptive to the environmental changes

**Leaders  
must pay special attention  
to all issues  
that affect the community,  
either economic, social or ethical.**

5

## **Introduction:**

Human resource management (HRM) refers to activities undertaken to attract, develop, and maintain an effective workforce within an organization.

Human resource management entails three functions:

- 1) All managers are human resource managers,
- 2) Employees are viewed as assets. Employees, not buildings and machinery, give a company a competitive advantage. In today's brutally competitive business environment, how a company manages its workforce may be the single most important factor in sustained competitive success.
- 3) Human resource management is a matching process, integrating the organization's goals with employees' needs. Employees should receive satisfaction equal to that of the company.

## **The Strategic Role of HRM:**

There are three primary goals of HRM:

- 1) to attract on effective workforce to the organization,
- 2) develop the workforce to its potential, and,
- 3) maintain the workforce over the long term.

Achieving these goals requires skills in planning, training, performance appraisal, wage and salary administration, benefit programs, and even termination.

Such activities take place within the organizational environment:

- **Competitive Strategy:** Demand for skills and employees while correcting employees' composition.
- **Legislation:** Stop Discrimination that entails hiring or promoting of applicants based on criteria that are not job relevant, Guarantee affirmative action policy that require employers to take positive steps for equal employment opportunities for those people within protected groups.
- **Trends in society:** The changing nature of careers had captured a greater concern to the organizations and the human resource managers. HRM can benefit employees and organizations by responding to recent changes in the relationship between employers and employees and new ways of working, such as: telecommuting where employees perform work from home or another remote location using computers and telecommunications equipment. And job sharing which means enabling employees to share same job on different working hours.



## Environmental influences on HRM:

Human resource managers must find, recruit, train, nurture, and retain the best people. Human resource programs are designed to fit organizational needs, core values, and strategic goals. HRM is more important today than ever before due to its interactions and effects of the different environments on the organizations.

The environment is classified into two types:

- 1) **Internal Environment:** All internal factors that form the organization: Management, Workforce, Policies, HR Procedures, etc. taking into consideration that the era of downsizing, restructuring, and reengineering had left many employees with decreased morale and little loyalty to their employers.
- 2) **External Environment:** All surrounding factors that affect and being affected by the organization: The Labor market, The Community, The Government, The Suppliers, The Customers, The Economic, Social, Technological, Legal, Political and Competitive factors, in addition to all National and International factors due to globalization. A mix of economic, demographic, and social factors has led to an excessively tight labor market.

In this environment, more managers are recognizing the value of paying attention to human resources issues.

Without the proper HR, the brightest idea or management trends: whether teams, quality circles, telecommuting, or flexible compensation – is doomed to fail.

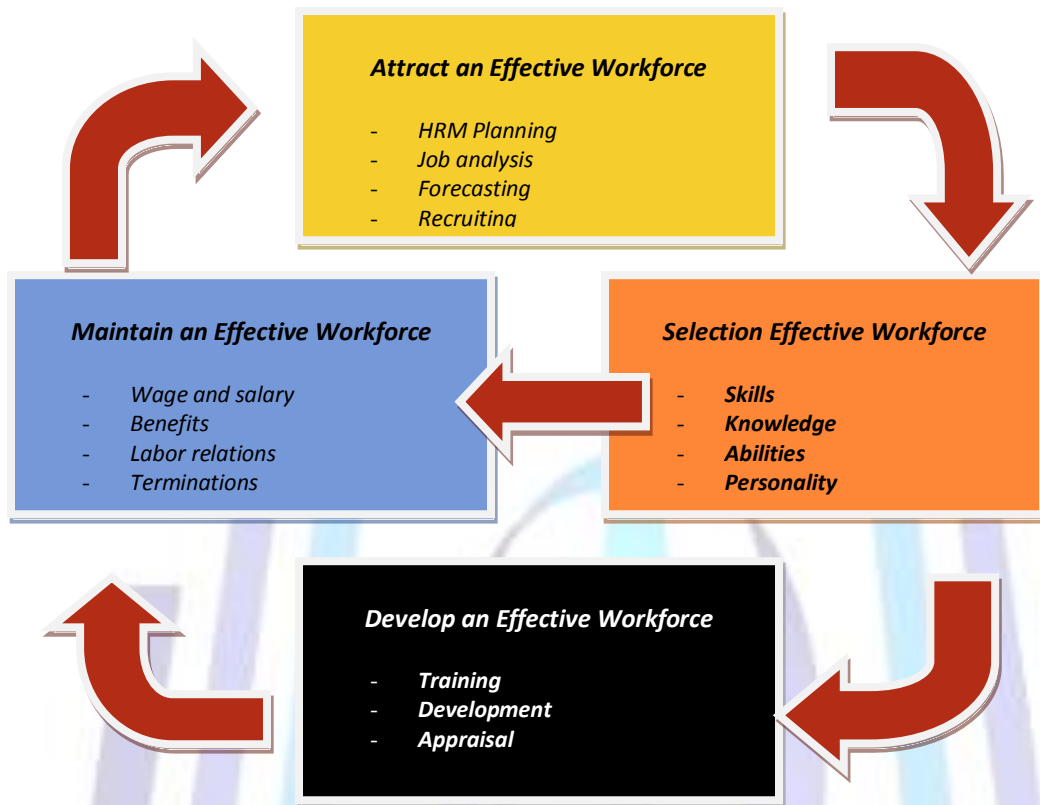
When employees don't feel valued, usually they are not willing to give their best to the company and often leave to find a more supportive work environment.

For those reasons, it is important that HR executives get involved in devising a competitive strategy. In addition, they also have to interpret federal legislation and respond to the changing nature of careers and work relationships.



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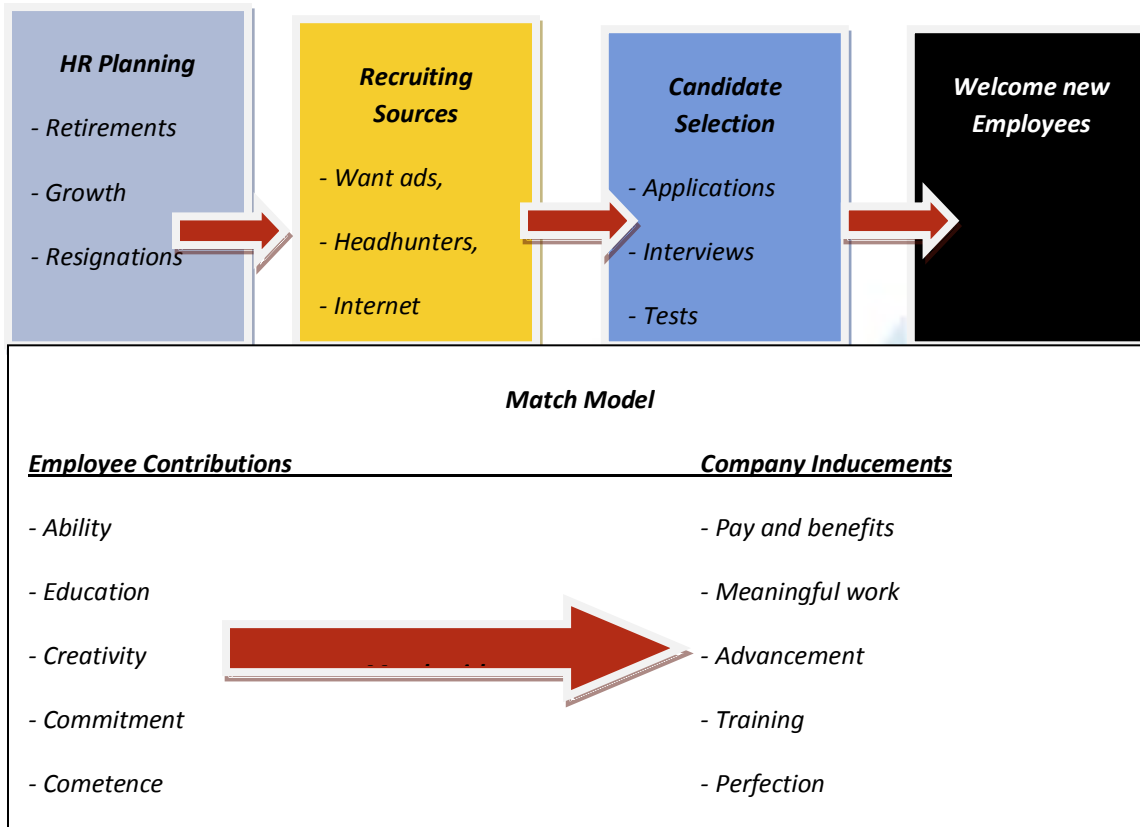
## Human Resource Management Goals



**1) Attracting an effective workforce:**

The first goal of HRM is to attract individuals who show signs of becoming valued, productive, and satisfied employees.

## Attracting an Effective Workforce



### The 1<sup>st</sup>. step

Involves human resource planning, in which managers or HRM professionals start forecasting human resource needs and the projected matching of individuals with expected job vacancies.

### The 2<sup>nd</sup>. step

Is to use recruiting procedures to communicate with potential applicants. Activities or practices that define the characteristics of applicants to whom selection procedures are ultimately applied.

### The 3<sup>rd</sup>. step

Is to select from the applicants those persons believed to be the best potential contributors to the organization.

In the selection process, employers attempt to determine the skills, abilities, and other attributes a person needs to perform a particular job. Then they assess applicants' characteristics in an attempt to determine the "fit" between the job and applicant characteristics.

The matching model is an employee selection approach in which the organization and the applicant attempt to match each other's needs, interests, and values. Human resources professionals or line managers who make selection decisions may have little direct experience with the job to be filled. If those persons are to make a good match between job and candidate, they should read the job description before they review applications. The job description is a listing of duties as well as desirable qualifications for a particular job.

### **Selection Devices:**

Several devices are used for assessing applicant qualifications. The most frequently used are: the application forms, interview, paper-and-pencil test, and assessment center.





Human resource professionals may use a combination of these devices to obtain a valid prediction of employee job performance.

Validity refers to the relationship between one's score on a selection device and one's future job performance. A valid selection procedure will provide high scores that correspond to subsequent high job performance.

Finally, the new employee is welcomed into the organization.

## 2) Developing an effective workforce:

Following selection, the major goal of HRM is to develop employees into an effective workforce. Development includes training and performance appraisal.

### Training and Development:

*Training is expensive. Without training it is more expensive!!*

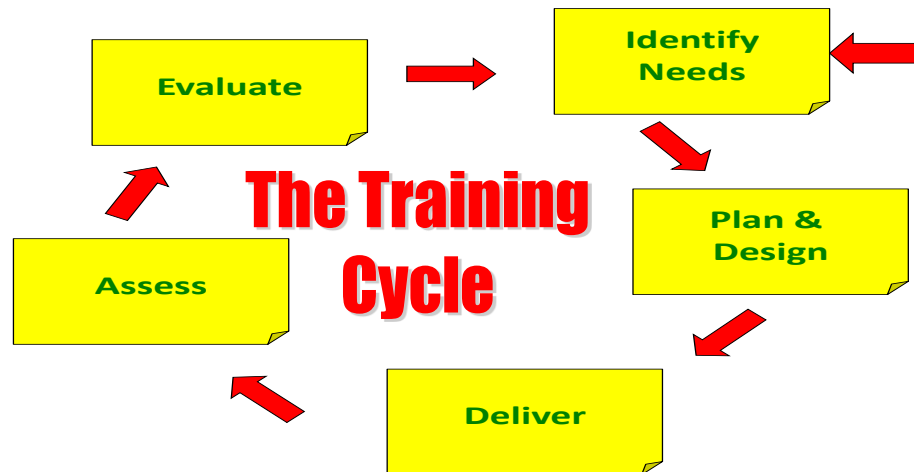
*Nehru*

### Why People don't perform to expectations:

The ABC (Three reasons) why people don't perform as expected:

- They won't do (Ability gap) Attitudinal Need
- They can't do (Skill gap) Behavioral Need
- They don't know (Knowledge gap) Conceptual Need

Training and development represent a planned effort by an organization to facilitate employees' learning of job-related behaviors. This refers to training new employees how to do their present jobs, and to develop the skills needed for both present and future jobs.



# The 6 Components of a Training Process



Training of Trainers (TOT)

Dr. Husein Matar 2013

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## The Effective Factors of any Training Effort:

- 1) **Trainer:** Lecturer, Facilitator, etc.
- 2) **The Learner/Participants:** Trainees Mode & Moral, Willingness & Having an Objective.
- 3) **Programme:** Methodologies, Objective, & Suitability,
- 4) **Environment :** Place, Time, Surroundings, & Facilities,
- 5) **Resources:** Training Material (Content), Evaluation Forms, Assessment forms, Group Activities, Case Studies, Video Clips, etc.

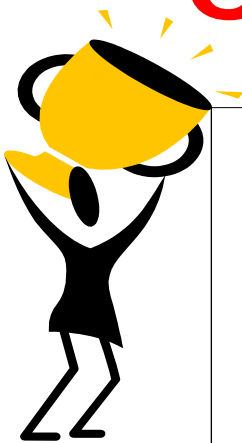
## The Objectives of Training Programs:

The Main Objectives of Any Training Program are:

If the training program to be successful and cater for creating the right competences, it should deal with the following:

- 1) **Increase Knowledge,**
- 2) **Develop Knowledge,**
- 3) **Increase Skills,**
- 4) **Develop Skills.**
- 5) **Increase abilities,**
- 6) **Develop abilities,**
- 7) **Training to develop and change personality.**

# Chinese Proverb



*Tell me and I forget.  
Teach me and I remember.  
Involve me and I learn.*

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## Training Needs Assessment:

Needs assessment is a three-step process that consists of:

- 1) Organizational analysis (e.g., which organizational goals can be attained through personnel training? Where is training needed in the organization?),
- 2) Task analysis (e.g., what must the trainee learn in order to perform the job effectively? What will training cover?), and
- 3) Person analysis (e.g., which individuals need training and for what?).

*It's not  
what is poured  
into a trainee,  
but  
what is planted.*

Linda Conway

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## Establishing Needs in the Mind of Learner:

- **Shireen:** *I studied English for six years in school. By the time I left school I still couldn't speak it. A few years later, when I followed my husband who had been sent to work in Karachi, I had to practice English in my social activities. Within a few months I was becoming quite fluent in speaking English.*
- **Sami:** *Since I started this job I don't have time to read anything. I spend all my evenings at home brushing up on my IT skills and acquiring a noticeable wealth of knowledge.*
- **Ahmad:** *I fell in a canal when I was walking home from school one day. I learned to swim in ten seconds.*

These learners illustrate the point of motivation is a crucial factor in successful learning.

## The Training Program:

The training program must be devised to achieve the following 3 objectives (The BEE objectives):

- 1) **Be Meaningful to the Trainee:**  
Serve the training and development objectives.
- 2) **Enable Transfer of Training:**  
the trainers' abilities to transfer the information to the level, mentalities and experiences of the trainees,
- 3) **Expected outcomes for reinforcement:**  
to meet the expectations of the individual departments nominating trainees for training.

## Methods of Training:

The most common method is on-the-job training (OJT), where an experienced employee is asked to take a new employee "under his or her wing" and show the newcomer how to perform job duties. OJT has many advantages, such as few out-of-pocket costs for training facilities, materials, or instructor fees and easy transfer of learning back to the job. The learning site is the work site.

Other frequently used training methods include:

- 1) **Orientation training**, in which newcomers are introduced to the organization's culture, standards and goals.
- 2) **Programmed and computer-assisted training**, in which the employee works at his or her own pace to learn material from a text that includes exercises and quizzes to enhance learning.
- 4) **Conference and case discussion groups**, in which participants analyze cases or discuss topics assisted by a training leader.



## Training methods...1

<b>Method</b>	<b>Pros</b>	<b>Cons</b>
<b>Lectures/ presentations</b>	<ul style="list-style-type: none"><li>• allows the trainer to convey information quickly to a large group</li><li>• persuasive</li></ul>	
<b>Written exercises</b>	<ul style="list-style-type: none"><li>• allows for individualised learning</li><li>• adjustable to different levels</li></ul>	
<b>Group discussions</b>	<ul style="list-style-type: none"><li>• involves everyone</li><li>• can explore new ideas</li><li>• flexible</li></ul>	
<b>Case studies</b>	<ul style="list-style-type: none"><li>• realistic and work-related</li><li>• great for problem-solving</li></ul>	
<b>Role plays</b>	<ul style="list-style-type: none"><li>• provides environment for practice</li><li>• allows for testing ideas</li></ul>	

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## Training methods...2

<b>Method</b>	<b>Pros</b>	<b>Cons</b>
<b>Games and simulations</b>	<ul style="list-style-type: none"><li>• high level of involvement and interest</li><li>• memorable and fun</li></ul>	
<b>Questionnaires</b>	<ul style="list-style-type: none"><li>• self-awareness</li><li>• allows time for reflection</li></ul>	
<b>Project work with presentation</b>	<ul style="list-style-type: none"><li>• useful for knowledge and skills practice</li><li>• effective for recall of knowledge</li></ul>	
<b>Videotaped simulations with playback</b>	<ul style="list-style-type: none"><li>• useful for self assessment</li><li>• provides medium for peer feedback</li></ul>	
<b>Brainstorming</b>	<ul style="list-style-type: none"><li>• energisers and fun</li><li>• great for stimulating ideas</li></ul>	

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## Compensation:

Compensation refers to all monetary payments, and all goods or commodities or facilities used in lieu of money to reward employees. An organizational compensation structure includes wages and/or salaries and benefits, such as health insurance, paid vacations, or employee fitness centers.

The compensation system structure is an important parts of human resource management as it helps to attract and retain talented workers. It is usually designed to fit company strategy and to provide compensation equity.

## Compensation Equity:

Managers strive to maintain a sense of fairness and equity within the pay structure and thereby fortify employee morale.

Job evaluation is the process of determining the value of jobs within an organization through an examination of job content.

## Wage and Salary Systems:

Ideally, managements' strategy for the organization should be a critical determinant of the features and operations of the pay system.

Managers may have the goal of maintaining or improving profitability or market share by stimulating employee performance, thus they should design and use a merit pay system rather than a system based on other criteria such as seniority.

Managers may use a pay survey to determine competitive wages in comparable companies and adjust pay rate to meet or exceed the going rates.

The following systems are used in determining the wages and salaries:

- 1) **Skill-based systems** are becoming increasingly popular in both large and small companies. Employees with higher skill levels receive higher pay than those with lower skill levels. This is also called competency-based pay. Skill-based pay systems encourage employees to develop their skills and competencies, thus making them more valuable to the organization as well as more employable, if they leave their present jobs.
- 2) **Job-based Pay:** With job-based pay, compensation is linked to the specific tasks that an employee performs. Job-based pay may fail to reward the type of learning behavior needed for the organization to adapt and survive in today's rapidly changing environment.
- 3) **Incentive Pay:** Another approach increasingly used is incentive pay, which links some portion of an employee's pay beyond base wage or salary to job performance. Incentives are aligned with the behaviors needed to help the organization achieve its strategic goals.
- 4) **Merit-based Pay:** When HRM have an objective to retain their best performers to increase productivity and profitability or market share, they try to connect the compensation schemes with Merit-based Pay. This enables the Manager to pay generously at the conclusion of tasks or achieve higher goals to pay merits to his best performers.
- 5) **Seniority-based Pay:** Managers look favorably to those experienced and senior personnel who stayed for a long time working with dedication and loyalty for the organization. The more they stay with the organization, the more they are paid. Some organizations pay a double raise to Seniors every 3-5 years.

## Designing a Wage and Salary Structure:

Large organizations typically employ HRM compensation specialists to establish and maintain a pay structure. They may also hire outside consultants or use associates pay systems that have been adopted by many companies and government organizations. The majority of large public and private sector employers use some formal process of job evaluation.

The most commonly used job evaluation system is the point system. This is a job evaluation system that assigns a predetermined point value to each compensable job factor in order to determine the worth of a given job.

The job evaluation process can establish an internal hierarchy of job worth.

However, to determine competitive market pay rates, most organizations obtain one or more pay surveys.

Pay surveys show what other organizations pay incumbents in jobs that match a sample of key jobs selected by the organization. Pay surveys are available from many sources, including consulting firms.



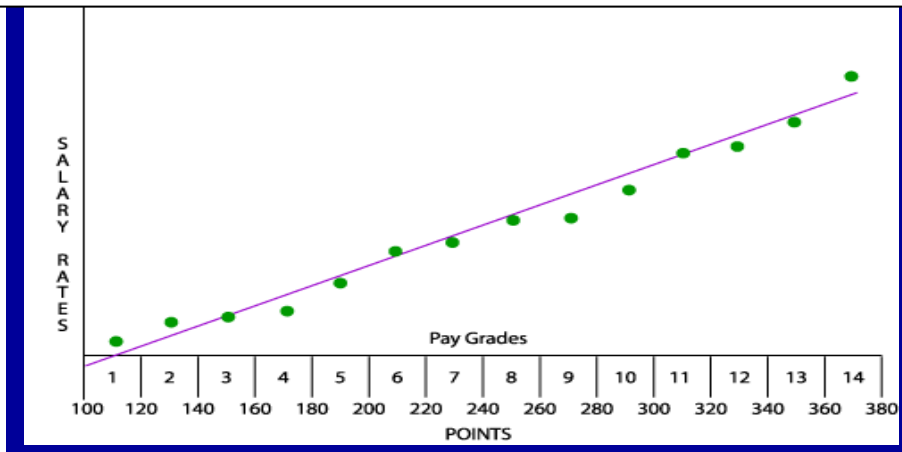
The compensation specialist then compares the survey pay rates for key jobs with their job evaluation points by plotting them on a graph that projects a pay-trend line. The pay-trend line shows the relationship between pay and total point values for determining the worth of a given job.

When designing a Salary Scale, it is imperative to strike the right balance between the interest of the employer and the employee:

<b>Balancing Business and Workers' Interests &amp; Objectives</b>	
<b>Workers' Interests &amp; Objectives</b>	<b>Business Interests &amp; Objectives</b>
Meeting Self requirements Meeting Dependents' requirements Creating Wealth Fair & Competitive Salary Safe & Secure job Retirement Benefits (Social Security)	Recruiting Employees Retaining Them Motivating them Focus and Productivity Building Loyalty Building Dedication
<b>Factors that affect the Pay-Scale Structure</b>	
<b>External Factors</b>	<b>Internal Factors</b>
<b>Economic Environment:</b> <ul style="list-style-type: none"> <li>- Economic Indicators (Inflation &amp; Unemployment).</li> </ul> <b>Labor Market Trends:</b> <ul style="list-style-type: none"> <li>- Supply &amp; Demand of Labor</li> <li>- Pay Scales available</li> <li>- Salary Increases</li> <li>- Cash Pay &amp; Benefits</li> <li>- Industry Pay level</li> <li>- Best Practices</li> </ul> <b>Legal &amp; Tax Environment:</b> <ul style="list-style-type: none"> <li>- Tax exemptions</li> <li>- Tax Law reforms</li> <li>- Employment Law reforms</li> </ul> <b>Social Trends:</b> <ul style="list-style-type: none"> <li>- Social Values</li> <li>- Age groups available</li> <li>- Workers' Interests</li> </ul> <b>Pay Expectations and Requirements</b> <ul style="list-style-type: none"> <li>- International employment</li> </ul> <b>Globalization</b>	<b>Business Strategy:</b> <ul style="list-style-type: none"> <li>- Financial Indicator</li> <li>- Non-financial Indicators</li> </ul> <b>Operating Plans</b> <ul style="list-style-type: none"> <li>- Productivity Level</li> <li>- Cost Reduction</li> <li>- Quality Control,</li> </ul> <b>Management Philosophy &amp; Values:</b> <ul style="list-style-type: none"> <li>- Mission, Values and Beliefs</li> <li>- Recruiting Policy</li> </ul> <b>Structure:</b> <ul style="list-style-type: none"> <li>- Autonomy of decision making</li> <li>- Team or Individual Working</li> <li>- Labor Law and reforms</li> </ul> <b>Labor Forecast:</b> <ul style="list-style-type: none"> <li>- Business growth</li> <li>- Labor turnover</li> <li>- Labor expectations</li> </ul> <b>Demographics:</b> <ul style="list-style-type: none"> <li>- Age, Gender, Ethnicity, Diversity</li> <li>- Ability to pay&gt;</li> </ul>
<b>Pay Scale &amp; Benefits Approaches</b>	
<b>Hollistic</b>	Focusing on recruiting, retaining and motivating employees to contribute to the business success using a group of financial and non-financial incentives and benefits.
<b>Best-fit</b>	Using a contingency approach and a full program that can be tailored in accordance with the business culture, structure, operations and objectives.
<b>Integrative</b>	An innovative package that integrates with the business policies, HRM practices in the labor market.
<b>Strategic</b>	Benefits go in line with the business strategy and its needs. Rewards are given in accordance with its activities and employees' behaviors, their values that support the business strategic objectives.
<b>People</b>	Acknowledges that the Human factor is what brings its sustainable competitive advantage, and focuses on the employees' values and their needs and the total work environment.
<b>Customised</b>	Provides a good blend of rewards that can be selected in line with the employees' needs and their class and life style.
<b>Distinctive</b>	Uses a complex reward system, differentiated to fit the new business trend that distinguishes it from its rivals.
<b>Incremental</b>	A new approach that uses incremental change related to a grade system and points that are built around performance and/or the type of pay, instead of using a dramatic change.



## Salary Scale Rate within Pay Grade & Points



How Employees are Promoted:						
Importance Points			Factor x 5 points			
15	10	5	Speed of promotion: 3 yrs, 5 years, 10 years			
20	10	5	Frequency of promotion: fit, vacancy, no match			
15	10	5	Number of times promoted: 1, 2, 3 times			
30	10	5	Salary Increase: 25%, 50%, 75%			
15	10	5	Loss of Overtime: monthly, weekly, daily			
Total Points						
(25-5) Points			(5-1) Importance		Factor	
25	20	15	10	5	1	Seniority
					3	Merit
					5	Proper Qualifications
					5-1	Proper Experience
					5-1	Faith Principles
					5-1	Social Principles
					5-1	Behavioral Principles
						Competences
					4	1) Ability
					3	2) Skills
					2	3) Knowledge
						Total Points

Incentives Relevance to Salary						
Importance Points			Factor			
			Benefits Only (5), Fixed (10), Variable (15)			
			Overtime: Monthly (5), Weekly (10) Daily (15)			
			Incentives: Monthly (15), Annual (10), 3 yrs (5)			
			Competitive: Very (15) Moderate (10) Equal (5)			
Total Points						
Relevance of Salary to Performance						
Importance Points			Factor			
			Benefits only (5), Fixed (10), Variable (15)			
			Outstanding Performance: 3 (15)			
			Good Performance: 2 (10)			
			Average Performance: 1 (5)			
Total Points						





## **Benefits:**

The best human resource managers know that a compensation package requires more than money. Although wage and salary is an important component, it is only a part. Equally important are the benefits offered by the organization.

Benefits were once called “fringe benefits”. Some benefits are required by law, such as social security, medical insurance, unemployment compensation, maternity leaves, sick leaves, and worker’s compensation.

## **Termination:**

Despite the best efforts of line managers and HRM professionals, the organization will lose employees. Some will retire, others will depart voluntarily for other jobs, and still others will be forced out through mergers and cutbacks or for poor performance.

The value of termination for maintaining an effective workforce is twofold:

- 1) Employees who are poor performers can be dismissed. Productive employees often resent disruptive, low-performing employees who are allowed to stay with the company and receive pay and benefits comparable to theirs.
- 2) Employers can use exit interviews. An exit interview is an interview conducted with departing employees to determine why they are leaving. The value of the exit interview is to provide an excellent and inexpensive tool for learning about pockets of dissatisfaction within the organization and hence for reducing future turnover.



**Major Contributions  
of Moslems  
In  
Human Civilization**



*The only time*  
**success** *comes*  
*before* **work** *is in*  
*the* **dictionary.**

Read, Love and Learn  
[facebook.com/readloveandlearn](https://www.facebook.com/readloveandlearn)





## Major Contributions of Moslems In Human Civilization

It is of utmost importance, at this stage, to shed light on the major contributions of Moslems in Human Civilization.

Why? This will shoulder the introduction of our Islamic Management Theory as a contemporary contribution as well.

During the golden ages of the Islamic Nation (no comma) that extended from the Atlantic Ocean in the west to China in the east, and from Southeast Asia to Europe, Moslems had their positive influence on Human civilization in the following fields:

- 1) Majeds & Schools were built in all the Islamic Empire, East to West, South to North to enable educate Nationals and others. Mosques were used intensively to teach Islamic sciences as well, in addition to other sciences.
- 2) The Arab & Islamic Scholars started writing the results of their researches in nearly all the fields of science, including Medicine, Astrology, Geography, Mathematics, Arithmetic, Algorithms, Algebra, Engineering, Pharmacology, Art, etc.
- 3) Translating a lot of human heritage either from: India, Greece, Europe, China and other civilizations (nothing) enriched the many libraries, which were opened and filled with such references in all fields of sciences.
- 4) In the field of commerce: they traded nearly with all the known corners of the world, brought all sorts of goods, silk, minerals & spices from the east to the west, made a lot of supplies available between nations.
- 5) In the field of geographical discovery, they ruled most of the seas and travelled intensively to areas which were not known to others. They were the guides for most of the discovery missions of Portugal, Spain, Britain, etc.
- 6) In the field of finance: they used money transfers, letters of credits and shipping documents before the west did that.
- 7) In the field of construction: they built cities and settlements in all the countries they reached, applying Arabesque structures and engineering. Not mentioning building castles all over the routes of their armies' movements to guarantee the continuous flow of supplies and communications, in addition to protection.
- 8) In the field of Education: Universities were started in Spain, Cordoba, Baghdad, Cairo and other Islamic ruling cities, which were used to educate emissaries from most of the European countries from the Nobles to the Common.
- 9) In the Healthcare fields: Hospitals and medical centres were built and medicine was practiced widely in most of the Moslem countries treating Moslems and others who need healthcare.
- 10) In the field of Science: Islamic leaders and Khalifs invited scholars from every origin to come and participate in the Islamic culture through sharing their knowledge. They encouraged them to research giving them incentives.
- 11) In the field of Time Management: Eventhough modern time management attribute early working and high productivity to Vilfredo Pareto 80-20 Rule, where he says: "80% of the most important task can be accomplished in 20% of the Manager's time, when he starts working early in the morning, feeling fresh, relaxed and without interruptions. This theory was originally used in Islam, where the Islamic teachings ask Moslems to start working early in the day, preferably after early morning prayer, as he will feel relaxed, refreshed and the blessing of Allah (SWT) will make him happy and make him succeed.
- 12) In the field of Self-Control & Management: While this is attributed to the Emotional Intelligence (EI) theory, it was first requested from Moslem in the Divine Teachings, requesting Moslems to practice self-control and management, as they are being watched by Allah (SWT) who will judge their deeds. This tells how the Arabs and Moslems contributed to the human civilization, in all aspects of arts and sciences.

Without that contribution, Europe would have been strangled with ignorance and chaos. This civilization was brought to a decline due to the excessive wars which targeted Islam and the Moslems, such as:

The Mongols who invaded and conquered most parts of the Islamic Nation, reaching Baghdad, where they killed millions of people, burned or dumped all books in the Euphrates, which resulted in changing the color of its waters to blue from the ink used in writing the textbooks and resources.



The Crusades' Wars which helped to destroy the Islamic civilization in all aspects, confiscating most of their resources in all fields of science and art and moving it to European King's Libraries or Knights' Palaces, impoverished the Islamic culture and deprived Moslems from using such resources.

Within this context, we shed light on the following Arab and Islamic scientists who were recognized by Europe, erected status for them in major cities-squares, such as:

Al-Razy, Al-Bairouni, Ben Hazm, Ben Sinna, Al-Khawaresmi, and others.

## The Positive Effects of Islamic Culture on Europe

"Europe would have been left in the dark and in chaos, if Moslems did not come knocking their doors."

Ahmad Ali Al-Mullah, said in his book "The Impression of Islamic Scientists on the European Civilization"

Quote:

"Moslem/Arabs introduced the rules of contemporary management to Europe based on equality between all humans.

Governmental Workers would be selected on their competence and productivity, whatever their race, class or origin was.

They bridged all ethnic gaps, while practicing the Islamic Religion. Their management practices did not discriminate: they used individuals from all origins, colors, beliefs, race (Arabs or non-Arabs).

There was no difference between individuals except in dedication to the religion, bewareness to Allah (SWT). All are equal in serving the Nation, irrespective of where they are coming from (Roman, Russian, European, Cician, African), as long as they serve the Nation in confidence." Unquote

We mentioned before that the Islamic Civilization and the Arabs were the ones who created this Eastern civilization, were also the pioneers to enlighten the West, affecting their mentality, to start a European renaissance, which were engulfed in rigidity and ignorance for centuries, to wake up, and use the available knowledge; provided by the Moslem/Arab thinkers and scientists who arrived to their doors in Europe.

Gostav Lobon said in his book titled " The Arab Civilization":

Quote: "It was a mistake to believe that Bacon was the pioneer in the modern Scientific Research system, as such system was originally practised by the Arabs.

"The Arab Scholars, who were dependent on the Greeck books, realized that experiments and deductive observation was better than reading thousands of books. He added: "If Bacon was the first to use this experiment and observation as the basis for modern research, we should acknowledge that it was originally the work of the Arab scientists." Unquote.

On the same steps, Sideo said: Quote: "One of the most important characteristics of Baghdad School is the proper scientific approach which deduced the unknown from the known, auditing the circumstances to find cause and effect, and, not accepting facts until proven by experiment. Those principles used in the 20th century by Western or European Scientists, were discovered and used early by the Arab Scientists in the 9<sup>th</sup> century." Unquote

Such Islamic Civilization participated in forming the European Mentality that started the European Renaissance. If this role was not available to them, such Renaissance would have delayed for centuries to follow, as well as most of the latest scientific discoveries in all aspects of science and technology.

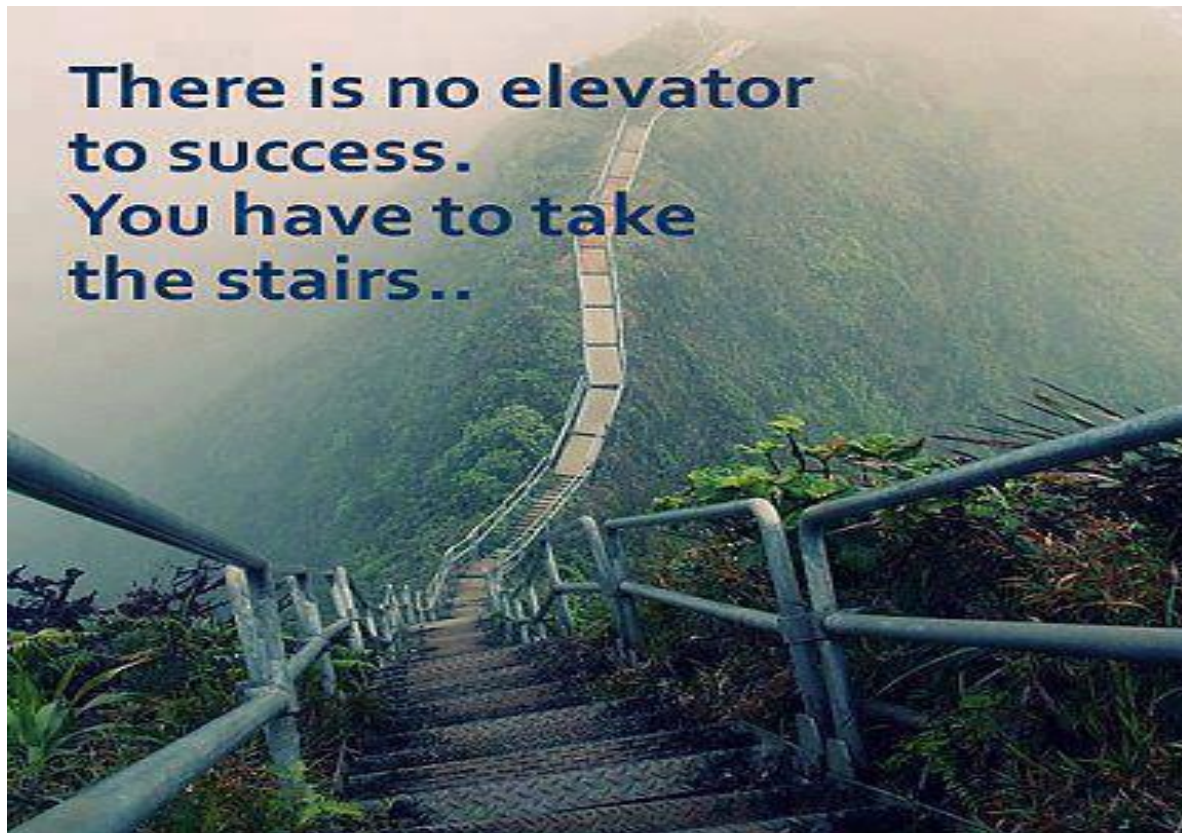
What is more important to point out is : when the Moslems and Arabs were enjoying an era of science and development, intellectual and spiritual merits, Europe was in the middle of the dark ages, facing weakness, struggles and ignorance due to the power of the Church on controlling their Public Affairs, competing for authority and control that divided the European States and become weak entities that fought each other.

The Europeans were thirsty to the Islamic knowledge, thought and an intellectual renaissance. They were ready to open up for the incoming Islamic civilization that promised to take them for a better life.



Such Islamic civilization approached them in the form of immigrating scientists and translated sciences enabled the transfer of such knowledge to them.

It was the blessing of Allah (SWT) that The Moslem/Arab civilization was able to merge the Indian, Chinese, Persian, Greek, Roman, Egyptian and European civilizations together and make it available to all.





## What the European Critiques wrote about the Islamic Civilization

Brenault, in his book "The Formation of Humanity": Quote: "Science was the greatest contribution of the Islamic Culture to the World in general. It is worth mentioning that there was no aspect of civilization which was not affected by them. The main catalyst was their Religion (Islam), which calls for the practical experimenting of theories on life events. The European claim that they discovered the experimental approach is fake and not true in its totality. The Islamic Thought was the one which discovered this experimental approach through following their systematic practice: See, Think, Act and Research to arrive to the scientific truth." Unquote

Dr. Sarton believed that Moslems were the best teachers in the world. They added valuable findings to the sciences they acquired. They were not contented with what they found, but took it to new horizons that were admired for their high standards and findings.

Nickleson say: "What we had discovered so far is nothing compared to what we are indebted, to the Arab Pioneers; who were the torches that brought light and development to Europe during the middle ages."

DeFo added: Quote: "The Greeck heritage was left there, but the Arabs were the ones who uncovered and used it. They worked on developing it and handed it over, restlessly, to the following generations." Unquote

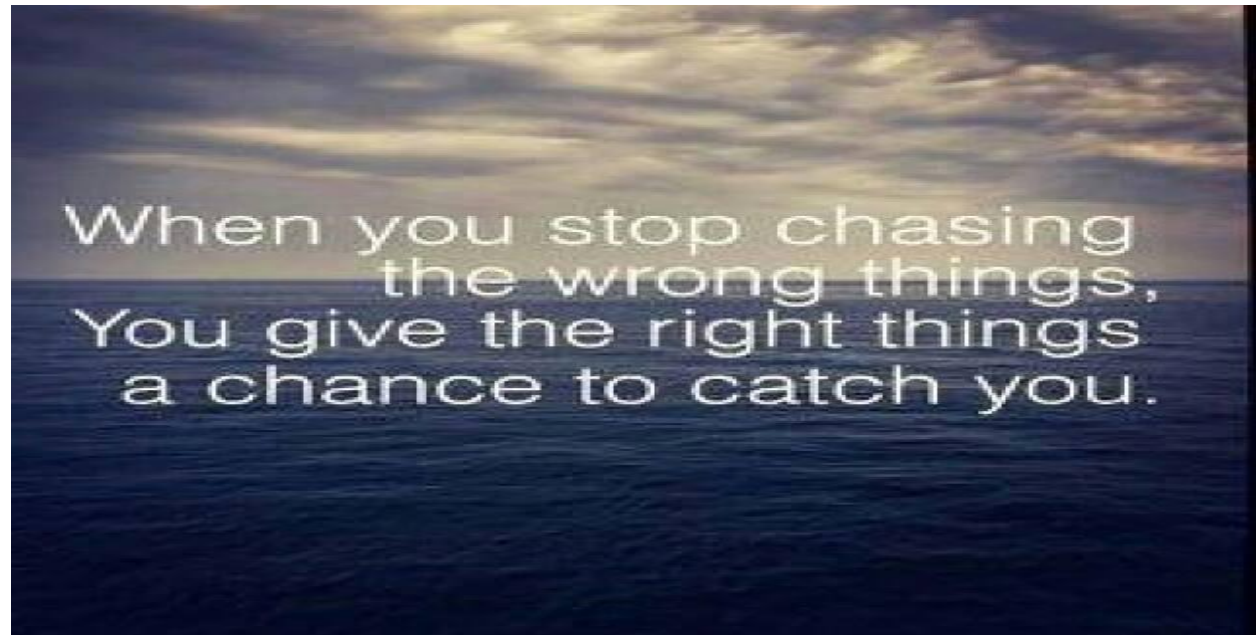
Sedeo wrote: "Moslems were unique in dealing with Science, Arts and Philosophy. They made it avialable to where they can put their feet. It was transferred to Europe, and they were the main reason for its Renuissance." "Moslems are the Scholars of Europe in all venues of knowledge."

Finally, let us reiterate what Sayyed Amir Ali said: Quote:

"Sedeo was telling the truth in saying that the greatest treasures in literature were made by the Arabs in the Middle ages, as a result of their talents which created this intellectual thought. This proves what is being said: "The Arabs were our scholars in all aspects. They added invaluable thoughts and translated invaluable resources to make it available to us and to all humanity."

Their contributions toward Arts, Sciences, Trade, Industry and Architecture were indepsensible and exceeded expectation in exposing beauty and excellence." Unquote.

A Nation that was described by such writers is a Nation that can succeed in reviving its glory; when the right leadership prevails to lead it and take it from one success to another.





## What had happened then?

### The Four Crises that Encounter Islamic World:

Dr. Tareq Al-Suwaidan identified four crises that most of the Islamic Countries are encountering in common:

- 1<sup>st</sup>: Identity Crisis: A cultural challenge to keep them divided.
- 2<sup>nd</sup>: Leadership Crisis: Inherited regimes or Military Rules,
- 3<sup>rd</sup>: Poverty Crisis: Wealth concentration with the few.
- 4<sup>th</sup>: Effectiveness Crises: Lack of will and no free choice.

Discussing such causes and effects will help them diagnose and cure.

#### 1<sup>st</sup>: Identity Crisis:

Dr. Tareq Al-Suwaidan devised very important Islamic Leadership factors that, if followed, will enable quick renaissance of Islamic Nations out from its slumber, to enable get its identity and assume its responsibility to carry the Divine message of Allah (SWT) to all humans.

Islamic Nations' populations is mostly youths, greater than 60% are of youth age, who must be directed toward shaping their future, not ours, in a way that they have to enjoy better life, dignity and prosperity. They need to have the right leadership that takes them to make a positive change in the following five areas:

- 1) Convictions: Including their thought and values: How to think and what to believe in?
- 2) Concerns: What to follow and when?
- 3) Skills: What they have and what to acquire?
- 4) Relations: Who are your friends and how much time you spend with them?
- 5) Abilities: Who are your role models, past and present?

All such areas required the right leaders to deal with crisis and regain its identity.

#### 2<sup>nd</sup> : Leadership Crisis:

As the right leadership:

- motivates people to go in a certain direction to achieve set objectives, and, in the long run, enable them work at their own, using the right approaches to achieve their aspirations.
- has the vision, mission and objectives. Can inspire followers to do their best. Can assume responsibility of the the position they are taking in confidence.
- leads (in front) not pushes (on the back),
- serves their nation and followers not themselves.

h.27 Mohammad (PBUH) said:” The Leader is the master and the servant of his people.” He is there to serve, consult, to bring justice and equality. He serves, not being served, helps others, not being helped. The true leader is not the one who lights fire underneath his followers, but who builds fire within them.

#### 3<sup>rd</sup>: Poverty Crisis:

Poverty crisis is attributed to the following factors:

- 1) Wars: Since the rise of the Islamic Nation, all surrounding empires (The Persian and The Roman), The Mongols, The Crusaders, The imperial Powers (British, French, Italian) and the Zionists who created the state of Israel on the illussions of their Biblical rights in the promised land, undermining the rights of the original residents (The Palestinians) who where displaced and replaced by immigrants from all the corners of the world, in a move to keep the Islamic Nations divided. Exhausting their resources in successive wars with Israel, and finally the American invasion of Afghanistan, Pakistan, Iraq, and the The Arab Springs that devastated the area and killed hundreds of thousand, if not millions, in a move to create a new Middle East with ethnic groups and tiny nations that will be dependent on the West. This was planned and was classified as the Creative Chaos.
- 2) Dictatorship leaders, who were supported by the super powers to control such Islamic Nations, either through the tribal regimes or Military Coups.
- 3) Segmenting certain Moslem Nations into small cantons for ethnic entities, presuming that such new emerging states will bring prosperity to their people, but instead brought destruction and failures.
- 4) Corrupted leadership that takes the national wealths and deposit it in private bank-accounts in the West. Leaving their pople poverished. Undermining the Divine Teaching of Islam that such wealth must be used for the welfare of the Moslems. Consequently, we see that Moslems are the mostly





poor and oppressed people of the world and considered as a war zone. Their material wealths (minerals and crude oil) are taken at very cheap prices and sent to the industrial world to make it into finished products and then resold to them at very high prices. On one hand, all Moslems are labeled with "terrorism", sometimes as barbarians, while their charitable societies are judged as the financing resources for terrorism; On the other hand, the Jewish or Christian charitable societies are working freely to Christianize those poor Moslems in Indonesia and Malaysia at a rate exceeding 2 millions a year.

- 5) The enmity to Islam: Eventhought Islam and Prophet Mohammad were sent to all Humans, after Moses and Jesus the Christ, and complements their messages from Allah (SWT), a lot of enmity was generated by those who don't know or don't want to know due to ignorance and the teachings of the Churches, eventhough they know from the bottom of their hearts that it comes from the same Source. Moslems acknowledge Abraham, Moses, Jesus as their prophets and accept their messages to humanity, while Jews and Christians don't accept or acknowledge Mohammad or his message of Islam. There are so many things in common between the three religions, and require that we meet and work on accepting each other instead of enmity.

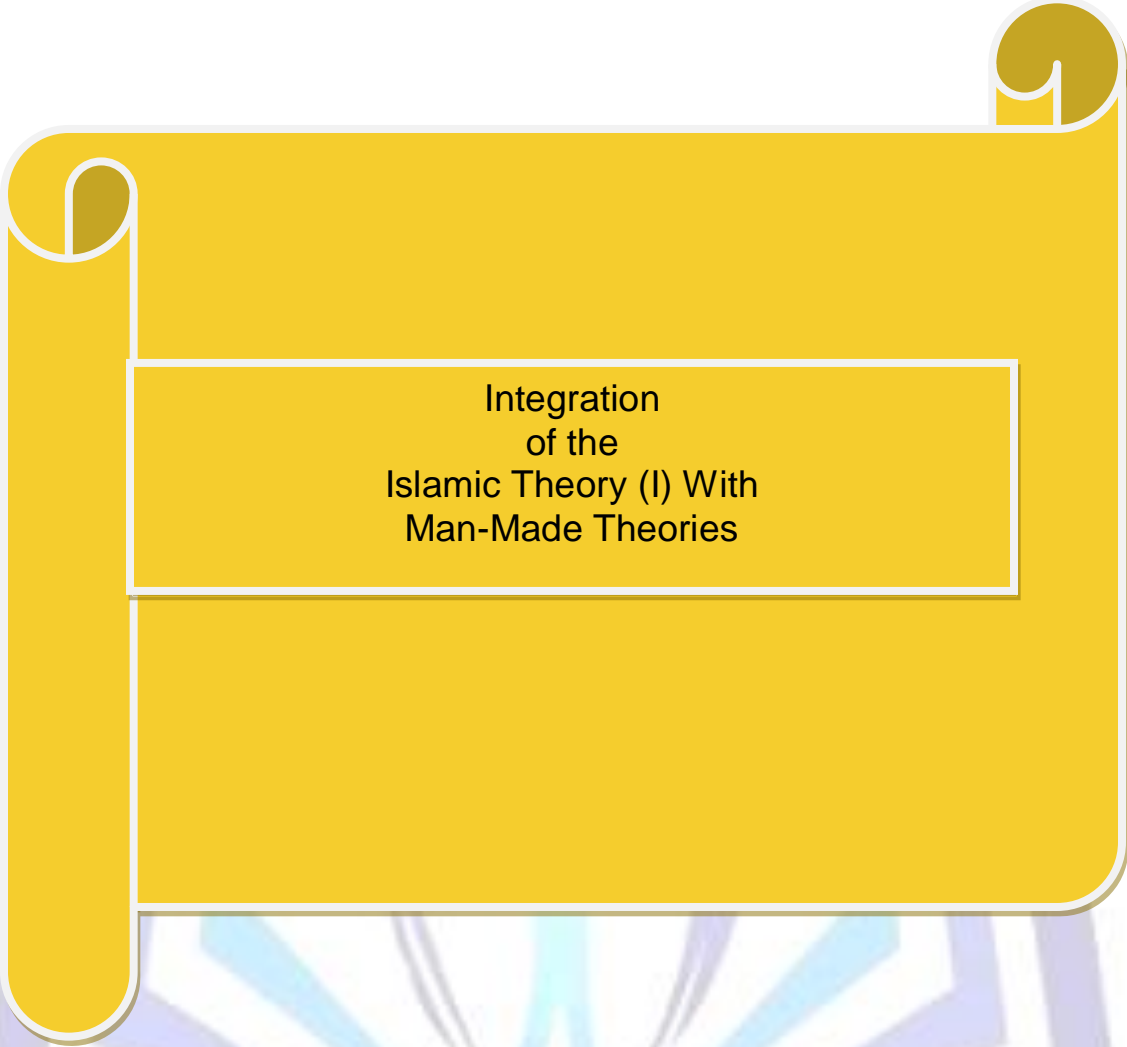
#### 4<sup>th</sup>: Effectiveness Crises:

Moslem countries share the following facts that minimized their effectiveness in contributing to the human civilization:

- 1) Their wealth is badly distributed as 2% of the Moslem Population owns 98% of the Nations' wealth. This wealth is not available for development.
- 2) Leadership ignorance: They lost their will, freedom in determining or taking free decisions in their pursuit to protect themselves by outsiders (their protectors). They keep ruling for so many years till they pass away, leaving no space for the new generations to shape their future.
- 3) The ratio of illiteracy is very high, in addition to the inferior educational and health care systems in their Islamic Nations.
- 4) The productive ratio in such Moslem nations is around 37%. Studies revealed that men form 50% of the population with 50% effectiveness, while women constitute the other 50% and contribute less than 25%. All in all, they contribute to something like 35-37% of the economic activity compared to 87% for industrialized nations.

This is just a diagnosis of what is the illness that needs to be cured.

The cure lies in changing the weaknesses to strengths. Can the Moslems do that? I hope.



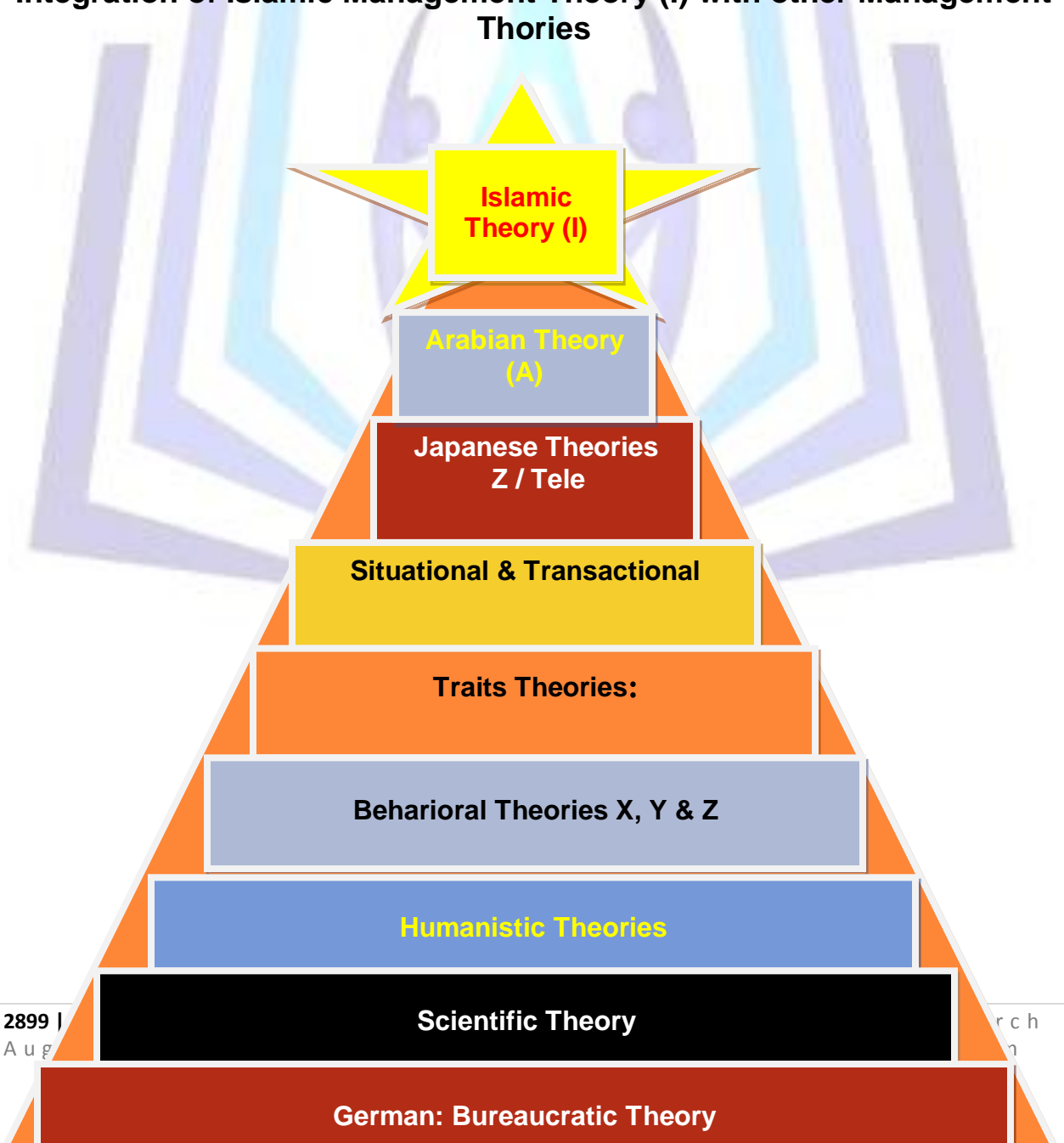
Integration  
of the  
Islamic Theory (I) With  
Man-Made Theories



***“Your attitude, not your aptitude,  
will determine your altitude.”***

*~ Zig Ziglar*

## **Integration of Islamic Management Theory (I) with other Management Theories**





## The Conclusion

### Integration of this Islamic Theory (I) and The Classical Theories

When you check the Classical Thoughts and Theories in depth, you will find indispensable rich contributions that enriched the management process.

On the other hand, when checking the Islamic Thoughts from the same corner, you will admire, the way and how much, those pioneers contributed to human civilization in all fields including management.

Eventhough, the Arabian and Islamic Management Theories were very limited in practice, which reflected in a lot of practical usage of such, without having a solid theory that relates to this Islamic Thought or Arabian Heritage.

Such Islamic Theories, if there were any, were very few, built around what the European, American, German or Japanese management researchers did or used, but it wasn't based on the Islamic Thought in its minimum.

Let us put forward the following questions before we indulge in the integration:  
Why don't we have an Islamic Management Theory that was introduced, side by side, with the Islamic Economic Theory which proved to be the most practical solution for the World's ailing economic conditions?  
What delayed such an Islamic Management Theory from coming into existence?

To answer those questions, we found out that the main problem doesn't lie on the absence of specialist or experts in this field, but in the approaches they used.

They were confined to the Classical Management approach, and never thought to come up with creative new ideas.

It could have not been the only reason, as there are other political, economical, social reasons, which attributed to the surrounding conditions that our scientists were not in a position to speak loud enough to let their voices be heard by others, eventhough everybody was talking about globalization.

This can be attributed to being afraid to be labeled with religious bias, and confront modernization, in addition to the absence of their will to do something creative.

Nowadays, things are changing:

- A positive environmental change,
- Civilizations are becoming closely related,
- Religions are on the verg of understanding each other with so many things in common.
- There is an opportunity to come closer and work together to integrate all management theories in something unique to fit all.

This is what is intended by the introduction of a Comprehensive Islamic Management Theory (I).

When This Theory (I) is introduced and used, proven realible to fit any organization or entity, either private or public, then, and only then, it could be used by all nations, any time and any place.

Again, we reiterate that, the implementation of such Islamic Management Theory (I) necessitates:

- putting forward certain thought,
- establishing a discipline that goes in line with what Allah (SWT) created this world for a reason.

We should think of Management as:

- 1) It is a science and a way of life, but not surely, not a system alone. This way of life is what Islam calls for it: "The Religion is a way of life expressed in how to deal with each other."
- 2) It is a behavior and conduct: Mohammad (PBUH) was sent as a Messenger of Allah to complement the best Ethics."
- 3) It is a discipline: Best performance and perfection with the right self-management that comes before the control of others.
- 4) It is Obedience to leaders and hyour superiors in accordance with the Islamic Teachings.



Finally, we believe that by the introduction of this Comprehensive Islamic Management Theory (I) that conforms to Islamic Share'a, is a responsibility that we were asked to carry; hoping that Allah (SWT) will accept our contribution as a small step in the renaissance of all Moslems around the world in particular, and all Humans in general.

Allah (SWT) told Mohammad in the Holy Quran:

v.70 "Say to them: Do. Allah, His Messenger and The Believers, will see how you do it. HE will judge whatever you do, and, you will be informed on the Day of Judgement."

**In the name of Allah I finish:  
"O' Allah, Thank You Allah for giving me the will, the determination, the  
courage and the focus  
to make it happen. With your Blessings**

**When nice things are happening  
and you celebrate victory;  
it is better to lead from behind  
and put others in front.  
But,  
When there is danger  
and you take the front line; then  
People will appreciate your leadership.**

**Nelson Mandela**

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## Quranic Verses

## الآيات القرآنية:

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

الآية (1) كُنْتُمْ خَيْرَ أُمَّةٍ أُخْرِجَتْ لِلنَّاسِ تَأْمُرُونَ بِالْمَعْرُوفِ وَتَنْهَوْنَ عَنِ الْمُنْكَرِ وَتُؤْمِنُونَ بِاللَّهِ، وَلَوْ آمَنَ أَهْلُ الْكِتَابِ لَكَانَ خَيْرًا لَهُمْ، مِنْهُمْ الْمُؤْمِنُونَ وَأَكْثَرُهُمُ الْفَاسِقُونَ.

- الآية (2) إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّى يُغَيِّرُوا مَا بِأَنْفُسِهِمْ  
الآية (3) وَمَنْ يَتَّبِعْ غَيْرَ الْإِسْلَامِ يَنْقَلِبْ مِنْهُ وَهُوَ فِي الْآخِرَةِ مِنَ الْخَاسِرِينَ  
الآية (4) قَالَ رَبِّ اشْرَحْ لِي صَدْرِي، وَيَسِّرْ لِي أَمْرِي، أَخْلَلْ عِقْدَ كَفَرٍ لِي فَقَهْوًا قَوْلِي.  
الآية (5) يَا أَيُّهَا الَّذِينَ آمَنُوا كُونُوا قَوَّامِينَ لِلَّهِ شُهَدَاءَ بِالْقِسْطِ وَلَا يَجْرِمَنَّكُمْ شَنَاَنُ قَوْمٍ عَلَىٰ أَلَّا تَعْدِلُوا ۗ اعْدِلُوا هُوَ أَقْرَبُ لِلتَّقْوَىٰ وَاتَّقُوا اللَّهَ ۗ إِنَّ اللَّهَ خَبِيرٌ بِمَا تَعْمَلُونَ.  
الآية (6) إِنْ اللَّهُ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّىٰ يُغَيِّرُوا مَا بِأَنْفُسِهِمْ.  
الآية (7) ذَلِكَ بِأَنَّهُمْ لَا يَصْبِرُونَ طَمَأً وَلَا نَصَبًا وَلَا مَخْصَصَةً فِي سَبِيلِ اللَّهِ وَلَا يَطْنُونَ مَوْطِنًا يَعْغِظُ الْكُفَّارَ وَلَا يَنَالُونَ مِنْ عَدُوِّ نِيْلًا إِلَّا كَتَبَ لَهُمْ بِهِ عَمَلٌ صَالِحٌ إِنْ اللَّهُ لَا يَضِيعُ أَجْرَ الْمُحْسِنِينَ التوبة/ 120.  
الآية (8) أَلَا يَعْلَمُ مَنْ خَلَقَ وَهُوَ اللَّطِيفُ الْخَبِيرُ.  
الآية (9) وَكَذَلِكَ جَعَلْنَاكُمْ أُمَّةً وَسَطًا لِتَكُونُوا شُهَدَاءَ عَلَى النَّاسِ وَيَكُونَ الرَّسُولُ عَلَيْكُمْ شَهِيدًا  
الآية (10) أَوْلِمَّ يَتَفَكَّرُوا فِي أَنْفُسِهِمْ، مَا خَلَقَ اللَّهُ السَّمَاوَاتِ وَالْأَرْضَ وَمَا بَيْنَهُمَا إِلَّا بِالْحَقِّ وَأَجَلٍ مُّسَمًّى، ۗ وَإِنَّ كَثِيرًا مِّنَ النَّاسِ بِلِقَاءِ رَبِّهِمْ لَكَافِرُونَ.  
الآية (11) إِلَّا أَنْ تَكُونَ تِجَارَةً حَاضِرَةً تُدِيرُونَهَا بَيْنَكُمْ (البقرة آية 282)  
الآية (12) وتلك الأمثال نضربها للناس وما يعقلها إلا العالمون.  
الآية (13) وزاده بسطة في العلم والجسم (البقرة : 247 ).  
الآية (14) يا أيها الذين آمنوا لا تتخذوا اليهود والنصارى أولياء بعضهم أولياء بعض ، ومن يتولهم منكم فإنه منهم { ( المائدة : 51 ) .  
الآية (15) إن خير من استأجرت القوي الأمين ( القصص : 26 ) .  
الآية (16) إنك لأنت الحليم الرشيد( هود : 87 )  
الآية (17) إن إبراهيم لحليم أواه منيب ( هود : 75 )  
الآية (18) فيما رحمة من الله لنت لهم ولو كنت فظا غليظ القلب لانفضوا من حولك ، فاعف عنهم واستغفر لهم وشاورهم في الأمر فإذا عزمت فتوكل على الله إن الله يحب المتوكلين { ( آل عمران : 159 ) ،  
الآية (19) يا أيها الذين آمنوا اتقوا الله حق تقاته (آل عمران : 102)،  
الآية (20) فاستقم كما أمرت ومن تاب معك ولا تطغوا إنه بما تعملون بصير{ ( هود : 112 ) ،  
الآية (21) وشاورهم في الأمر ( آل عمران : 159 )  
الآية (22) وأمرهم شورى بينهم ( الشورى : 38 )  
الآية (23) تلك الدار الآخرة نجعلها للذين لا يريدون علوا في الأرض ولا فسادا .  
الآية (24) نرفع من نشاء درجات وفوق كل ذي علم عليم ،  
الآية (25) فاسألوا أهل الذكر إن كنتم لا تعلمون ( النحل : 43 ) .  
الآية (26) إِنَّ الَّذِينَ عِنْدَ اللَّهِ الْإِسْلَامُ، وَمَا اخْتَلَفَ الَّذِينَ أوتُوا الْكِتَابَ إِلَّا مِنْ بَعْدِ مَا جَاءَهُمُ الْعِلْمُ بَغْيًا بَيْنَهُمْ، وَمَنْ يَكْفُرْ بِآيَاتِ اللَّهِ فَإِنَّ اللَّهَ سَرِيعُ الْحِسَابِ (آل عمران 19)  
الآية (27) وَإِذْ قَالَ رَبُّكَ لِلْمَلَائِكَةِ إِنِّي جَاعِلٌ فِي الْأَرْضِ خَلِيفَةً، قَالُوا أَتَجْعَلُ فِيهَا مَنْ يُفْسِدُ فِيهَا وَيَسْفِكُ الدِّمَاءَ وَنَحْنُ نُسَبِّحُ بِحَمْدِكَ وَنُقَدِّسُ لَكَ، قَالَ إِنِّي أَعْلَمُ مَا لَا تَعْلَمُونَ. (البقرة 30)  
الآية (28) نَحْنُ نَحْصُ عَلَيْكَ نَبَأَهُم بِالْحَقِّ، إِنَّهُمْ فِتْيَةٌ آمَنُوا بِرَبِّهِمْ وَرُدَّنَاهُمْ هُدًى. (الكهف-13)  
الآية (29) قَالُوا سَمِعْنَا فَتًى يَذُكُرُهُمْ يُقَالُ لَهُ إِبْرَاهِيمُ. (الانبيا 60)  
الآية (30) "وجعلناهم أئمة يهدون بأمرنا لما صبروا وكانوا بآياتنا يوقنون".  
الآية (31) "انك لا تهدي من أحببت، ولكن الله يهدي من يشاء."  
الآية (32) "الَّذِينَ إِنْ مَكَّنَاهُمْ فِي الْأَرْضِ أَقَامُوا الصَّلَاةَ وَآتَوُا الزَّكَاةَ وَأَمَرُوا بِالْمَعْرُوفِ وَنَهَوْا عَنِ الْمُنْكَرِ، وَلِلَّهِ عَاقِبَةُ الْأُمُورِ"  
الآية (33) "قل لا أجد فيما أوحى الي محرما على طاعم يطعمه، الا أن يكون ميتة أو دما مسفوحا، أو لحم خنزير فإنه رجس أو فسقا أهل لغير الله به، فمن اضطر غير باغ ولا عاد فإن ربك غفور رحيم."  
الآية (34) "وأعدوا لهم ما استطعتم من قوة ومن رباط الخيل ترهبون به عدو الله وعدوكم، وآخرين من دونهم لا تعلمونهم الله يعلمهم."  
الآية (35) "أن هذا صراطي مستقيما فاتبعوه، ولا تتبعوا السبل فتفرق بكم عن سبيله، ذلكم وصاكم به لعلكم تتقون."  
الآية (36) "وقال اني ذاهب الي ربي سيهدين."  
الآية (37) هو أنشأكم من الارض واستعمركم فيها.  
الآية (38) "والارض مددنا والقينا فيها رواسي وانبتنا فيها من كل شيء موزون."  
الآية (39) "قال تزرعون سبع سنين دأبا فما حصدتم فذروه في سنبله الا قليلا مما تأكلون ثم يأتي من بعد ذلك سبع شداد يأكلن ما قدمتم لهن الا قليلا مما تحصنون. ثم يأتي بعد ذلك عام فيه يغاث الناس وفيه يعصرون" [يوسف 47-49]،  
الآية (40) سربهم آياتنا في الافاق وفي أنفسهم  
الآية (41) افمن يمشي مكبا على وجهه اهدى امن يمشي سويا على صراط مستقيم  
الآية (42) ولا تقولن لشيء اني فاعل ذلك غدا، الا ان يشاء الله  
الآية (43) واعدوا لهم ما استطعتم من قوة ومن رباط الخيل  
الآية (44) وشاورهم في الامر  
الآية (45) وأمرهم شورى بينهم  
الآية (46) وَأَمْرٌ أَهْلُكَ بِالصَّلَاةِ وَاصْطَبِرْ عَلَيْهَا لَا نَسْأَلُكَ رِزْقًا نَحْنُ نَرْزُقُكَ وَالْعَاقِبَةُ لِلتَّقْوَى (طه 132 )

- الاية (47) وَمَنْ يَتَّقِ اللَّهَ يَجْعَلْ لَهُ مَخْرَجًا، وَيَرْزُقْهُ مِنْ حَيْثُ لَا يَحْتَسِبُ [الطلاق: 2-3]
- الاية (48) وَمَا خَلَقْتُ الْجِنَّ وَالْإِنْسَ إِلَّا لِيَعْبُدُونِ، مَا أُرِيدُ مِنْهُمْ مِنْ رِزْقٍ وَمَا أُرِيدُ أَنْ يُطْعَمُوا، إِنَّ اللَّهَ هُوَ الرَّزَّاقُ ذُو الْقُوَّةِ الْمَتِينُ [الذاريات: 56-58]
- الاية (49) وَأَقِمِ الصَّلَاةَ إِنَّ الصَّلَاةَ تَنْهَى عَنِ الْفَحْشَاءِ وَالْمُنْكَرِ {العنكبوت: 45}.
- الاية (50) وَاللَّيْلُ يُرْجَعُ الْأَمْرُ كُلُّهُ فَاعْبُدْهُ وَتَوَكَّلْ عَلَيْهِ (هو) (123)
- الاية (51) الَّذِينَ صَبَرُوا وَعَلَى رَبِّهِمْ يَتَوَكَّلُونَ (العنكبوت: 59)
- الاية (52) وَمَا عِنْدَ اللَّهِ خَيْرٌ وَأَبْقَى لِلَّذِينَ آمَنُوا وَعَلَى رَبِّهِمْ يَتَوَكَّلُونَ (الشورى: 36)
- الاية (53) أَهْمَ يَقْسَمُونَ رَحْمَةَ رَبِّكَ نَحْنُ قَسَمْنَا بَيْنَهُمْ مَعِيشَتَهُمْ فِي الْحَيَاةِ الدُّنْيَا وَرَفَعْنَا بَعْضَهُمْ فَوْقَ بَعْضٍ دَرَجَاتٍ [الزخرف: 23]،
- الاية (54) يَرْفَعُ اللَّهُ الَّذِينَ آمَنُوا مِنْكُمْ وَالَّذِينَ أُوتُوا الْعِلْمَ دَرَجَاتٍ،
- الاية (55) يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَخُونُوا اللَّهَ وَالرَّسُولَ وَتَخُونُوا أَمَانَاتِكُمْ
- الاية (56) يَا أَيُّهَا الَّذِينَ آمَنُوا أَطِيعُوا اللَّهَ وَأَطِيعُوا الرَّسُولَ وَأُولِي الْأَمْرِ مِنْكُمْ فَإِنْ تَنَازَعْتُمْ فِي شَيْءٍ فَرُدُّوهُ إِلَى اللَّهِ وَالرَّسُولِ إِنْ كُنْتُمْ تُؤْمِنُونَ بِاللَّهِ وَالْيَوْمِ الْآخِرِ
- الاية (57) فِيمَا رَحِمَهُ مِنَ اللَّهِ لَنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانفَضُّوا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ
- إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ
- الاية (58) إِنَّ اللَّهَ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ
- الاية (59) يَا أَيُّهَا الَّذِينَ آمَنُوا أَوفُوا بِالْعُقُودِ
- الاية (60) إِنَّ اللَّهَ لَا يَغَيِّرُ مَا قَوْمٌ حَتَّىٰ يَعْلَمُوا مَا بَاتُوا بِأَنفُسِهِمْ
- الاية (61) وَقُلْ رَبِّي زِدْنِي عِلْمًا
- الاية (62) كُنْتُمْ خَيْرَ أُمَّةٍ أُخْرِجَتْ لِلنَّاسِ تَأْمُرُونَ بِالْمَعْرُوفِ وَتَنْهَوْنَ عَنِ الْمُنْكَرِ وَتُؤْمِنُونَ بِاللَّهِ
- الاية (63) وَيَا قَوْمِ اذْكُرُوا عَلَيَّ يَوْمَئِذٍ إِذْ كُنْتُمْ كَافِرِينَ، سَوْفَ نَعْتَلِمُ مَنْ يَأْتِيهِ عَذَابٌ يُخْزِيهِ وَمَنْ هُوَ كَادِبٌ، وَارْتَقِبُوا إِنِّي مَعَكُمْ رَقِيبٌ. (هود: 93)
- الاية (64) "ارْتَقِبْ إِنَّهُمْ مُرْتَقِبُونَ" (الدخان: 59)
- الاية (65) وَقُلْ اعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَىٰ عَالِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ
- الاية (66) مَا يَلْفُظُ مِنْ قَوْلٍ إِلَّا لَدَيْهِ رَقِيبٌ عَتِيدٌ
- الاية (67) "كُلُّ نَفْسٍ بِمَا كَسَبَتْ رَهِيئَةً"
- الاية (68) وَأَقْسِطُوا، إِنَّ اللَّهَ يُحِبُّ الْمُقْسِطِينَ
- الاية (69) " قَالَتْ إِحْدَاهُمَا يَا أَبَتِ اسْتَأْجِرْهُ، إِنَّ خَيْرَ مَنِ اسْتَأْجَرْتَ الْقَوِيُّ الْأَمِينُ."
- الاية (70) وَقُلْ اعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ، وَسَتُرَدُّونَ إِلَىٰ عَالِمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

## Prophet Mohammed's Sayings

### الاحاديث النبوية: قال رسول الله صلى الله عليه وسلم:

- الحديث (1) عن سفیان بن عبد الله رضي الله عنه، قال قلت: يا رسول الله، قل لي في الإسلام قولاً لا أسأل عنه أحدًا غيرك، قال قل آمنت بالله ثم استقم. رواه مسلم.
- الحديث (2) "المؤمن للمؤمن كالبنيان المرصوص، إذا اشتكى منه عضو تداعت له سائر الأجزاء بالسهر والحمى".
- الحديث (3) ليس لعربي على عجمي فضل الا بالتقوي.
- الحديث (4) لا تقوم الساعة حتى يدبر الرجل امر خمسين امرأة [رواه الطبراني]
- الحديث (5) سأل أبو ذر الغفاري الولاية فنهاه النبي (ص) فقال له أبو ذر: ألا تستعلمني؟ قال: فضرب بيده على منكبيه ثم قال (ص): "يا أبا ذر إنك ضعيف وإنها أمانة وإنها يوم القيامة خزي وندامة إلا من أخذها بحقها وأدى الذي عليه فيها".
- الحديث (6) ثلاث لا يغل عليهن قلب امرأ مسلم: إخلاص العمل لله والنصح لأئمة المسلمين... إنه من تكن الدنيا نيته يجعل الله فقره في عينه، ويشئت عليه ضيعته، ولا يأتيه إلا ما كتب له، ومن تكن الآخرة نيته يجعل الله غناه في قلبه ويكفيه ضيعته وتأتيه الدنيا وهي راحة
- الحديث (7) اللهم من ولي من أمر أمتي شئنا فشق عليه فاشق عليه ومن ولي من أمر أمتي شئنا فرقق بهم فارقق به "
- الحديث (8) الراحمون يرحمهم الرحمن ارحموا من في الأرض يرحمكم من في السماء .
- الحديث (9) قل آمنت بالله، ثم استقم
- الحديث (10) "ما أحل الله في كتابه فهو حلال، وما حرم فهو حرام، وما سكت عنه فهو عفو، فاقبلوا من الله عافيته، فإن الله لم يكن لينسى شئنا." وتلا الآية: "وما ربك كان نسياً".
- الحديث (11) قال لعمر بن أبي قاص: "...إنك أن تذر ورتك أغنياء خير من أن تذرهم عالة يتكفون الناس..)
- الحديث (12) وأيضاً قوله (ص) للأعرابي الذي ترك ناقته عند باب المسجد دون أن يعقلها "اعقلها وتوكل".
- الحديث (13) "لقد نفت روح القدس في روعي أنه لن تموت نفس حتى تستوفي رزقها وأجلها، فاتقوا الله وأجملوا في الطلب، ولا يحملنكم استبطاء الرزق أن تطلبوه بمعصية الله فإن ما عند الله لا ينال بمعصيته"
- الحديث (14) قال (ص): (تأخوا في الله أخوين أخوين)
- الحديث (15) لا يحل لثلاثة يكونون بقلعة من الأرض إلا أمروا عليهم أحدهم
- الحديث (16) [ كلكم راع وكلكم مسؤول عن رعيته: الامام راع ومسئول عن رعيته والرجل راع عن أهله ومسئول عن رعيته...]
- الحديث (17) اسمعوا وأطيعوا ولو تأمر عليكم عبد حبشي كان رأسه زبيبه
- الحديث (18) ما جعل الله لرجل من قلبين في جوفه
- الحديث (19) استعينوا على كل صنعة بصالح أهلها
- الحديث (20) المستشار مؤتمن
- الحديث (21) إن الله يحب إذا عمل أحدكم عملاً أن يتقنه
- الحديث (22) عن حذيفة بن اليمان قال: قال رسول الله: اكتبوا لي من يلفظ بالاسلام من الناس فكتبتنا له ألف وخمسمائة رجل.
- الحديث (23) الإحسان أن تعبد الله كأنك تراه فإن لم تكن تراه
- الحديث (24) إنما بعثت لأتمم مكارم الأخلاق
- الحديث (25) من رأى منكم منكراً فليغيره بيده فإن لم يستطع فليسهه فإن لم يستطع فليقلبه وذلك أضعف الإيمان
- الحديث (26) حديث جبريل عليه السلام: (... فأخبرني عن الإحسان؟ فقال صلى الله عليه وسلم أن تعبد الله كأنك تراه فإن لم تكن تراه فإنه يراك..)
- الحديث (27) يقول النبي عليه السلام: "سيد القوم خادمهم"

## Quotations from VIP's

## أقوال عظماء:

- (1) قول عمر بن الخطاب: متى لستعبدتم الناس وقد ولدتهم امهاتهم أحرار. وقوله: ان السماء لا تمطر ذهبا ولا فضة.
- (2) قال معاوية بنى ابي سفيان: لو دامت لغيرك ما وصلت اليك.
- (3) قالت جين دالتون: هنالك نوعان من الاشخاص في المؤسسات: نوع لديهم 20 سنة من الخبرة ونوع لديهم سنة واحدة من الخبرة تكررت 20 مرة.

### Nelson Mandela:

- 1) A good head and a good heart are always a formidable combination.
- 2) Long Speeches, Shaking of Fists, or Banging on the table, nor: Strongly worded Resolutions: Do not bring about results. To the contrary; It can do a great deal of harm to the organization or the struggle we serve.
- 3) Let Freedom of Choice leads, The Sun never sets
- 4) Open Your Heart & Mind. Resentment is like drinking poison and hoping that it will kill your enemies.
- 5) Let Freedom of Choice leads, The Sun never sets.
- 6) There is no passion to be found playing small. Like: Setting for a life that is less than the one we are capable living.
- 7) A good leader can engage in debate “frankly and thoroughly” with his rivals knowing that at the end he and the other side will be closer and will emerge stronger.
- 8) I learned that courage is not the absence of fear, but, the triumph over it. The brave man is not he who doesn't feel afraid, but, he who conquers that fear.
- 9) What counts in life
- 10) Is not the mere fact that you have lived.
- 11) It is what differences you have made to the lives of others. That will determine the significance of your leadership.
- 12) Action without Vision is only passing time, Vision without Action is merely day dreaming. But, Vision with Action can change the world.
- 13) It seemed impossible until it is done.
- 14) Real Leaders must be ready to sacrifice everything for the freedom of their people.
- 15) Don't Judge me by my successes; But, Judge me by how many times I fell down and got back up again.
- 16) When nice things are happening and you celebrate victory; it is better to lead from behind and put others in the front. But, when there is danger and you take the front line; then People will appreciate your leadership.

### Zig Ziglar:

- 1) The Best of your days did not arrive as yet: Believe it. Don't spoil your Present thinking about what you did loose Yesterday: Today is a brand new day, full with hope and aspirations. Face it with joy. Don't think about the Future: It will come, but you have no control.
- 2) You must manage yourself before you can lead someone else.
- 3) The People don't know their true power.
- 4) There is no elevator to success, you have to take the stairs.
- 5) Your attitude, not your aptitude will determine your altitude.

### Mohammad Ben Rashed Al-Maktoum:

The Race for Excellence needs perseverance and the ability to get up every time you fall down and start all over again. Check the causes of your mishap; remedy it and catch up with the race. If you do that nothing can stop you from achieving your objectives

### John Maxwell:

- 1) A manager says “Go”, a Leader says “Let us Go”

### Anonymous:

- 1) When your post of authority gives you the power to be unfair. Remember: There is Allah, The Most Powerful, HE is able to judge you too.
- 2) If you always do what you have always done You will always get What you have always got.
- 3) The only time success comes before work is in the dictionary
- 4) When you stop chasing the wrong things, You give the right things the chance to catch you.

### George Bush:

- 1) I selected the right people to work with me, I delegated to them without cutting corners, They did a marvelous job I am proud to have them around me, and I appreciate what accomplished together. We were an outstanding team.

### Confucius:

- 1) Tell me and I forget, teach me and I remember, but, involve me and I learn.

Linda Conway:

- 1) It is not what is poured into a trainee, but what is planted

## About the Author

### Dr. Husein Matar Essale

Associate Professor - Training Specialist & Consultant  
Member of  
IMC: Institute of Management Training & Consultation in Jordan



#### Qualifications:

Graduated from Sussex University – UK with PhD (1987) specialized in Marketing, Master's degree (1983) in Finance & Economics, Bachelors degree (1975) in Business Administration. Joined Salhiyat Secondary School (Nablus) for HSC leading to Jordanian Matriculation 1959.

#### Business Management Experiences:

Performed the duties of Managing Director for 15 years in several businesses: in Saudi Arabia (A.R. Algozaibi GTB-AIkhobar). HASATCO, Jordan Sun Trading Co. (Jordan). Assistant Principal in Amman Baccalaureate School (Jordan). This was enriched by 11 years of International exposure and experience in Business Administration with ARAMCO.

#### Teaching Experiences:

Was involved in education at the Higher Educational level (Colleges & Universities) for 15 years were he performed the duties of Head, Acting & Dean for Faculty of Business Administration; taught most of the prescribed syllabi of Management, Marketing, Finance and Economics in: Amman Training College (Jordan) Higher Colleges of Technology (Al-Ain UAE). National College of Science & Technology (Salalah-Oman Dhofar University), Ajman University (UAE), Al-Ghurair University (Dubai), and more.

#### Training Experiences:

Dr. Husein brings his unique flavor of a ME businessman graduated from A Western University used such experiences obtained as an Educator/ Administrator in developing participants' skills in the fields of interpersonal relationships and creative thinking throughout all supervisory, managerial & Leadership. In addition.

Dr. Husein has spent many years working with people as entrepreneurs, coaching, counseling as well as mentoring youths who are starting their small business endeavors, making significant changes to their lives. His approaches to training have significantly reduced many of his clients' professional development costs.

Dr. Husein has designed and conducted >150 workshops and course in different disciplines, and has applied the principles in teambuilding, creative thinking and contemporary leadership & change which have proven to be effective learning tools for a number of top managerial levels.

Dr Husein designed and conducted several Long courses that lead to Diploma in Business Administration, Marketing & Sales, Human Resources Management and others with collaboration with A-Ghurair University in Dubain and Leaders Training Centre. Such Diploma courses were accredited by the The Government of Dubai.

Also, Dr. Husein supervised a number of Dissertations and Theses leading to Phd, Master Degrees in Business Adminsitration or Human Resource Management for several students studying in the European, American, and Local Universities in the UEA.

