



## زبان تخصصی مدیریت (درک مطلب)

**مؤلف:** فاطمه السادات ابوالمعالى

A standard linear barcode representing the ISBN number 978-964-10-5362-0.



Islamic Azad University  
Science and Research Branch

Specialized English for Management (Comprehension)

# **Specialized English for Management (Comprehension)**

By  
**Fatemeh Sadat Aboalmaali**

*In The Name of God*

**Specialized English for Management  
(Comprehension)**

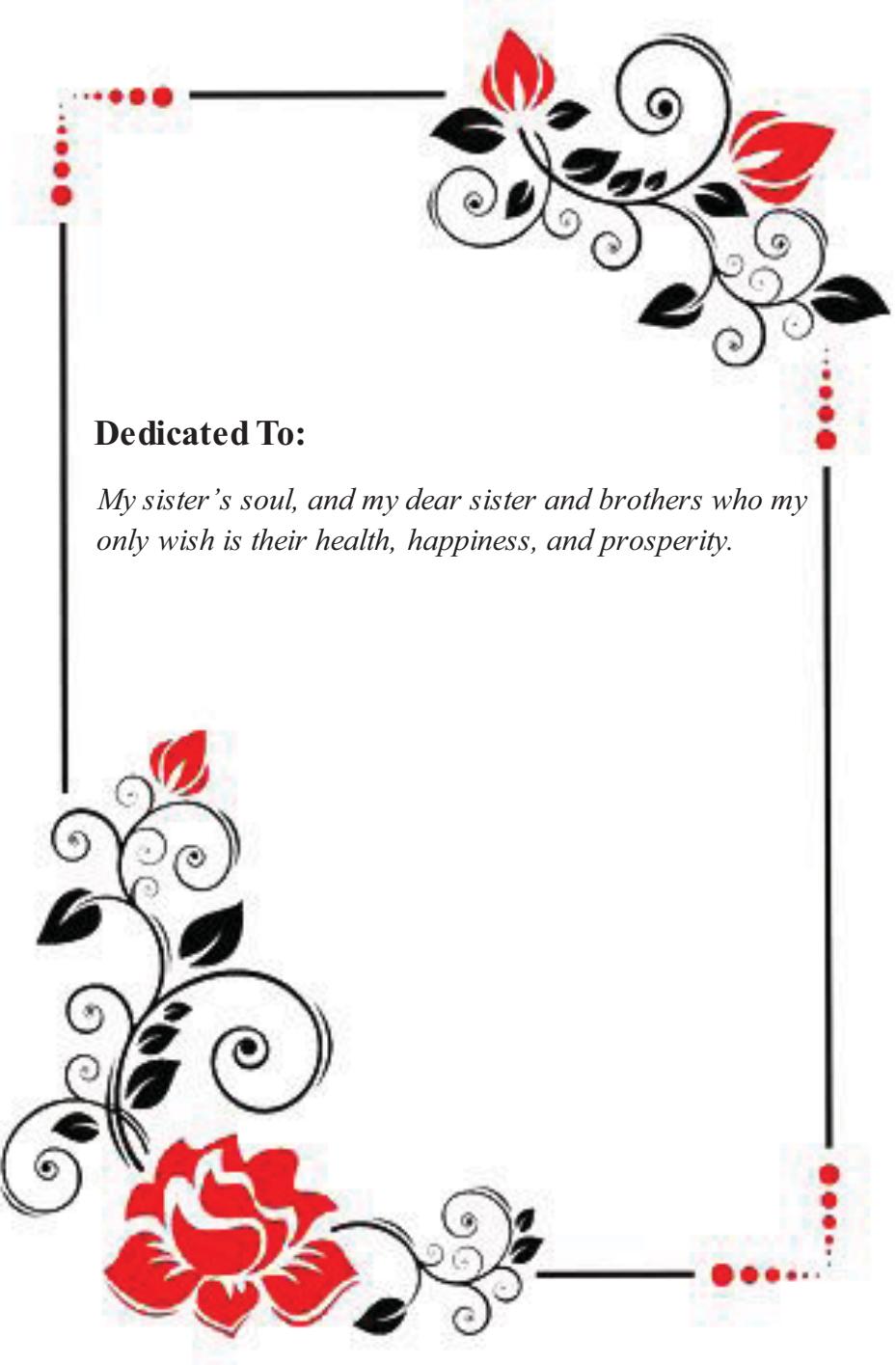
**Fatemeh Sadat Aboalmaali**

Young Researchers and Elites club, Science and Research Branch, Islamic  
Azad University, Tehran, Iran

Entry: Aboalmaali, Fatemeh Sadat  
Title & Author : Comprehension for the Specialized English Management/ Fatemeh Sadat Aboalmaali  
Imprint: Science and Research Branch of Islamic Azad University, Tehran.1397=2018 A.D  
Characteristic: 192p. Illustrated, Table and Map.  
Listing condition: Fipa  
Note: English  
Title Pronunciation: Comprehension  
Subject: English Language- Reading- Management  
Subject: English Language- Higher Education Guidance  
Congress Classification: 1397 الف 2 / م 1127 PE  
Dewey classification: 428/64024658  
National Bibliography Number: 5262054



**Book Title:** Specialized English for Management (Comprehension)  
**By:** Fatemeh Sadat Abolmaali (Young Researchers and Elites club, Science and Research Branch, Islamic Azad University, Tehran, Iran)  
**First Edition:** Summer 1397  
**Publisher:** Islamic Azad University, Science and Research Branch  
**ISBN:** 978-964-10-5362-0  
**Circulation:** 2000 Volumes  
**Price:** 150000 Rls  
**Distribution Center:** Phone Number: 44865111- Human Science Building- Islamic Azad University, Science and Research Branch – The end of Sattary highway- Islamic Azad University Square, toward Hesarak- Tehran



**Dedicated To:**

*My sister's soul, and my dear sister and brothers who my  
only wish is their health, happiness, and prosperity.*

## **Introduction:**

The Specialized English Management is one of the strategic and applied courses until Ph.D. So, the importance of this science subject, fluency, understanding management concepts and vocabulary of management is inevitable not only for continue education, but also getting a job. Therefore, the author allocated this book in three main parts: At first; the strategic and new comprehension of management & organization theory based on higher education courses, and the questions at the end of chapters to examine the acquisition level during the semester, or readiness for final exam. Then, the second part is related to organizational behavior, and the last part explains the human resource management which is retrieved from new specialized texts and experts people in management field. Entering the market or higher education, as a teacher, I suggest this book, because this book is written through the use of new books. For competition of other students around the world, you should have the ability of articles and books' fast reading .Although the comprehension of this book should be difficult at first. The author emphasized its simplicity. Specialized vocabulary books will be suggested to you. Dear colleagues and students, I would like to ask you help the author by your criticize and suggestion. I hope this book be useful for dear students.

## List of all chapters

Title	pages
Chapter one .....	1
Organizational Theory .....	1
Introduction: .....	1
1. Organization Definition .....	3
1.1. Importance of Organizations.....	3
1.1.1. What Are Organizations?.....	4
1.1.1.1. Vision, Mission, and Values .....	4
1.1.1.2. Vision and Mission .....	5
1.1.1.3. Overview of Goal and Plans .....	6
1.2. Mintzberg's Organizational Types .....	7
1.3. The Definition of Management.....	9
1.3.1. Management Skills .....	11
1.4. History of Organization Theory.....	12
1.4.1. Focus on task performance and structure.....	12
1.4.1.1. Classical Organization Theory.....	13
1.4.1.1.1. Scientific Management – F. W. Taylor .....	14
1.4.1.1.2. The Fayol School for investigation into the industrial organization .....	14
1.5. The Neoclassical Theory of Organization .....	17
1.5.1. Human Relations Theory .....	17
1.5.2. The Hawthorne studies .....	18
1.6. Customer Oriented Vision Statements .....	19
1.6.1. Managing in Small Businesses and Nonprofit Organizations	20
1.7. How do Strategic Leaders.....	21
1.7.1. International Trade.....	22
1.7.1.1. GATT and the World Trade Organization (WTO) .....	22
1.7.1.2. European Union (EU) .....	22
1.7.1.3. North American Free Trade Agreement (NAFTA) .....	23
1.8. Learning Organization .....	24
1.9. Virtual organization as a modern type of organizational structure	27
1.9.1. Life Cycle of a Virtual Organization .....	28
1.10. Managing the Technology-Driven Workplace .....	31
1.10.1. The Shifting World of E-Business .....	31
1.11. Team shape the organizational structure.....	33
1.11.1. Types of teams: .....	34

---

1.11.2. Characteristics of the approach in teams: .....	34
1.11.3. Advantages: .....	34
1.11.4. The approach by teams also presents some disadvantages such as:.....	35
1.12. Thinking Strategic.....	35
1.12.1. What Is Strategic Management? .....	36
1.12.2. The Strategic Management Process .....	36
1.12.3. Strategy Formulation versus Implementation .....	37
1.12.3.1. Internal Strengths and Weaknesses.....	38
1.12.3.2. External Opportunities and Threats .....	38
1.13. Strategic Leadership.....	40
1.14. Rational Choice Paradigm of Decision Making .....	40
1.14.1. Problems with the Rational Choice Paradigm .....	42
1.14.1.1Identifying Problems and Opportunities .....	43
1.14.1.2. Problems with Problem Identification .....	43
1.15. Creativity .....	44
1.15.1. The Creative Process Model .....	45
Some Example questions for Final Exam.....	47
Chapter two.....	61
Organizational Behavior.....	61
Introduction: .....	61
2. What Is Organizational Behavior?.....	63
2.1. The field of Organizational Behavior .....	63
2.1.1. Organization Behavior .....	64
2.1.1.1. The Nature of Organizational Behavior.....	65
2.2. Levels of OB .....	67
2.3. OB and Management .....	68
2.4. What Are Organizations?.....	69
2.4.1. Organizational Environments and Stakeholders .....	70
2.5. Why Study Organizational Behavior? .....	72
2.6. Components of Attitudes .....	72
2.7. Emotions in the Workplace.....	74
2.7.1. Emotional Intelligence .....	76
2.7.2. Improving Emotional Intelligence .....	77
2.7.3. Emotions, Attitudes, and Behavior .....	78
2.8. Motivation.....	78
2.8.1. Motivating Employees .....	79
2.8.1.1. Needs, Drives, and Employee Motivation .....	80
2.8.2. Maslow's Needs Hierarchy Theory .....	80
2.8.3. Types of Individual Behavior in Organization .....	82
2.9. Personality and Behavior .....	83
2.9.1. Personality in Organizations .....	83

---

2.9.1.1. Personality Traits .....	84
2.9.2. The Nature of Personality .....	84
2.9.3. Personality in organization .....	85
2.9.3.1. Type A and Type B Personalities .....	85
2.9.4. Personality and Organizational Behavior .....	86
2.9.5. The Big Five Personality Dimensions .....	87
2.9.6. Counterproductive Work Behaviors .....	89
2.9.7. Joining and Staying with the Organization .....	89
2.9.8. Maintaining Work Attendance.....	90
2.10. What Is Leadership? .....	91
2.10.1. Perspectives of Leadership .....	91
2.11. Path–Goal Theory of Leadership .....	92
2.12. Situational Leadership Theory.....	93
2.13. Fiedler's Contingency Model .....	94
2.14. Transformational versus Transactional Leadership .....	94
2.15. Transformational versus Charismatic Leadership.....	95
2.16. Elements of Transformational Leadership.....	96
2.17. Communicating the Vision .....	96
2.17.1. Improving Perceptions.....	97
2.17.2. Improving Perceptions through Empathy .....	97
2.18. Learning through Experience.....	98
2.18.1. Experiential Learning in Practice.....	98
2.19. Action Learning .....	99
2.20. Organizational Justice.....	100
2.21. Distributive Justice and Equity Theory.....	101
2.21.1. Elements of Equity Theory .....	101
2.21.1.1. Equity Evaluation.....	102
2.21.1.2. Correcting Inequity Feelings.....	103
2.22. The Nature of Stress.....	103
2.22.1. What Is Stress?.....	105
2.22.2. Individual Differences in Stress .....	106
2.22.3. Sources of Stress .....	108
2.22.3.1. Role-Related Stressors .....	109
2.23. Teams and Groups .....	111
2.23.1. Types of Work Groups.....	111
2.24. Why Rely on Teams?.....	114
2.24.1. Why People Belong to Informal Groups.....	115
2.24.2. A Model of Team Effectiveness .....	116
2.25. Virtual Teams .....	117
Some Example questions for Final Exam.....	119
Chapter three .....	133
Human resource management.....	133

---

Introduction.....	133
3.1. What Is Human Resources? .....	134
3.1.1. What Is HRM? .....	134
3.2. Defining human resource Management .....	135
3.2.1. Importance OF Human Resource Management.....	136
3.4. The Role of HRM .....	137
3.4.1. Administrative Role of HR .....	137
3.4.2. HR's Role in Organizational Ethics.....	138
3.5. Country Culture and Global business .....	139
3.6. Human Resources as a Core Competency .....	141
3.7. Electronic Human Resource Management (e-HRM).....	143
3.8. Training and Development .....	143
3.9. Awareness of External Factors .....	144
3.10. The development of the HRM concept.....	145
3.11. The goals of HRM .....	146
3.12. The diversity of HRM .....	147
3.13. Hard and soft HRM.....	147
3.14. Skills Needed for HRM .....	147
3.15. Today's HRM Challenges.....	148
3.16. Containing Costs.....	148
3.17. Developing and Implementing Strategic HRM Plans.....	149
3.17.1. The Value of Planning .....	149
3.17.1. Strategic Planning .....	150
3.18. Selection.....	151
3.18.1. The Interview .....	151
3.18.2. The Selection Process .....	152
3.19. Recruitment Process.....	152
3.19.1. The Costs of Turnover .....	153
3.19.2. Reasons for Voluntary Turnover .....	154
3.20. Retention Plans .....	156
3.21. Theories on Job Dissatisfaction .....	157
3.21.1. Herzberg Two-Factor Theory .....	158
3.21.2. McGregor.....	159
3.21.3. Theory Y managers.....	159
3.22. Carrot and Stick .....	160
3.23. Designing a Training Program.....	161
3.24. Training Program Framework Development .....	161
3.25. Successful Employee Communication .....	163
3.25.1. The Biggest Challenge.....	163
3.26. Communication Strategies .....	164
3.27. Communication and Emotional Intelligence (EI) .....	164
3.28. Handling Performance .....	166

---

3.29. Types of Performance Issues .....	166
3.30. What Influences Performance? .....	167
3.31. Performance Issue Model .....	168
3.32. Employee Rights.....	169
3.33. Performance Evaluation Systems .....	171
3.34. Designing a Performance Appraisal System.....	171
3.34.1. Graphic Rating Scale .....	172
3.34.2. Essay Appraisal.....	173
3.34.3. Checklist Scale.....	173
3.35. Offshoring, Outsourcing .....	174
3.36. The Global Environment.....	175
Some Example questions for Final Exam.....	177
References.....	191