University of Ghardaia

Faculty of Law and Political Science

Department of Political Science

A pedagogical publication entitled:

Leadership and Decision Making

Addressed to students of the second year Master in political sciences

Prepared by: Dr. Iman LAKHDARI

Lecturer "A" at the Department of Political Science

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بسم الله الرحمن الرحيم

Introduction

The topic of leadership and decision-making is one of the basic topics in administrative and political sciences, because of their importance in organizing work, guiding individuals, and achieving goals within organizations. Leadership is a process of influencing, directing and motivating individuals towards common goals, while decision-making is one of the most important practices practiced by a leader at various organizational levels. Through effective leadership, an organization can organize its resources, coordinate the efforts of its employees, and deal with the problems and changes it faces, while decision-making allows for the selection of appropriate alternatives and the direction that should be followed in different situations.

Leadership has received wide attention from researchers in the fields of management, psychology, sociology, and political science, as a result of its direct relationship to the behavior of individuals and groups and to the success of institutions and their ability to achieve their goals. This interest has led to the emergence of many perceptions and theories that have tried to explain the nature of leadership, its sources and characteristics, with some tendencies focusing on the characteristics of the leader, while others have been concerned with his behavior, and then trends have emerged that linked the effectiveness of leadership to the nature of the situation and organizational conditions. Leadership studies have also evolved to address the skills, models, functions, and roles that enable a leader to efficiently exercise his responsibilities.

Decision-making is an essential aspect of leadership and management practice, as organizations are constantly faced with situations that require identifying problems, gathering information, evaluating alternatives, selecting appropriate solutions, implementing them and following up on their results. Managerial thought has been interested in studying this process by presenting a set of theories and methods that have tried to explain how decisions are made, the factors that affect them, and the obstacles that may limit access to rational and effective decisions. Interest in the psychological and cognitive aspects that affect the behavior of the decision maker and his assessment of risks and alternatives has also emerged.

Based on this, this publication addresses the topic of leadership and decision-making by presenting the basic concepts of leadership, its historical and intellectual development, the concepts associated with it, the stages of choosing leaders, their patterns, theories and

models, in addition to the skills, functions and roles associated with leadership practice. It also deals with decision-making by explaining its concept, importance, characteristics and types, its elements, stages and methods, the factors affecting it and its obstacles, and the psychological aspects and theories explaining it, with a focus on the close relationship between leadership and decision-making as two integrated elements in achieving the goals of the organization and raising the level of its performance.

عنوان الماستر: تنظيم سياسي و اداري
السداسي: الثالث
اسم الوحدة: وحدة التعليم الاساسية (و ت ا)
اسم المادة: المادة 3 القيادة و اتخاذ القرار
الرصيد:18
المعامل:09

أهداف التعليم:

تمكين الطال بمن الاطلاع على اساليب القيادة بانواعها وكيفية اتخاذ القرار في الدوائر الكبرى

إن الأهمية التي برزت بها مجالات العلوم السياسية، ظهرت من خلال الاهتمام الكبير بها من طرف الكتاب و الباحثين في هذه المجالات أو حتى في مجالات أخرى. فلطالما تميزت الظاهرة السياسية بهذا الاعتبار . طبعا فالحديث عن علاقات بين دول، و عن مواقف على مستوى السياسة الداخلية و الخارجية يجعل من الحديث ذو اعتبار كبير. كما أن لخطورة الظاهرة أي اتخاذ القرارات على المستويين الداخلي و الخارجي ما يزيد من اهتمامات الباحثين بهذه الموضوعات، و دليل ذلك كثرة البحوث و الدراسات. بل و حتى العديد من محاولات التنظير فيها . لكن النسبية التي تطبع العلوم الاجتماعية واجهت محاولات الباحثين بالعديد من الصعوبات ، و بالتالي غياب نظرية عامة ،

المعارف المسبقة المطلوبة :

محتوى المادة: (إجبارية تحديد المحتوى المفصل لكل مادة مع الإشارة إلى العمل الشخصي للطالب)

المحور الأول: مدخل مفاهيمي
1 -مفهوم القرار
2 -مفهوم الإستراتيجية
3 -خصائص و مراحل العملية القرارية

المحور الثاني: تصنيف القرارات
1 -القرار الإستراتيجي
2 -القرار التكتيكي
3 -القرار العملياتي

المحور الثالث: نظريات اتخاذ القرار
1 -نظرية شجرة القرار
2 -بحوث العمليات
3 -نظرية اللعب
4 -نظرية المسار- الهدف

المحور الرابع: نماذج صنع القرار
1 -نماذج أديسون
2 -النموذج العقلاني
3 -النموذج البيروقراطي

4 -النموذج النفسي

المحور الخامس: تطبيقات إستراتيجية اتخاذ القرار
1 -الإستراتيجية البيئية
2 -إستراتيجية التنمية المستدامة

طريقة التقييم: مراقبة مستمرة، امتحان....إلخ (يُترك الترجيح للسلطة التقديرية لفريق التكوين)

مراقبة مستمرة + امتحان

المراجع: (*كتب،ومطبوعات ، مواقع انترنت*، إلخ)

1 -السيد عليوة، صنع القرار السياسي في منظمات الإدارة العامة. القاهرة: الهيئة المصرية العامة للكتاب، 1986.
2 -بوحوش عمار، الاتجاهات الحديثة في علم الإدارة، الجزائر :المؤسسة الوطنية للكتاب،1984 .
3 -معهد أبحاث الأمن القومي الإسرائيلي، قراءات إسرائيلية إستراتيجية.(ترجمة: عدنان أبو عامر)، بيروت: مركز الزيتونة للدراسات و الاستشارات،ط1، 2009.
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5- Gaspard François, les femmes dans la prise de décision en France et en Europe. Paris : bibliothèque du féminisme, 1997.
6- Garibaldi Gérard, Analyse stratégique. Paris : Edition d'organisation, 3ièm édition, 2007.

7-Tangy Struye de Swielande, La politique étrangère de l'administration Bush : analyse de la prise de décision. Bruxelles : Peter Lang et Cecri , 2007

Master's Title: Political and Administrative Organization

Third Semester

Unit Name Basic Education Unit (WTA)

Article Name Article 3 Leadership and Decision Making

Balance: 18

Labs: 09

Education Objectives:

Enabling the student to learn about leadership styles of all kinds and how to make decisions in major circles the importance of the fields of political science has emerged through the great interest in them by writers and researchers in these fields or even in other fields. The political phenomenon has always been characterized by this consideration. Of course, talking about relations between countries and positions at the level of domestic and foreign policy makes the talk of great importance. Also, the apparent danger, i.e. decision-making at the internal and external levels, increases the interest of researchers in these topics, as evidenced by the large number of researches and studies. And even many attempts to theorize about them. But the relativity that characterizes the social sciences has faced the attempts of researchers with many difficulties, and consequently the absence of a general theory.

Required Prior Knowledge:

The content of the course (it is mandatory to specify the detailed content of each subject with reference to the student's personal work)

The First Theme: A Conceptual Approach

1. The concept of the decision

2 – The Concept of Strategy

3 – Characteristics and stages of the decision–making process

The second axis: classification of decisions

1. Strategic Decision

2. Tactical Decision

3. Operational Decision

Third Theme: Theories of Decision Making

1 – Decision tree theory

2. Operations Research

3 – Theory of Play

4 – Path Theory – Goal

Fourth Theme: Decision–Making Models

1 – Edison Models

2 – The rational model

3. The bureaucratic model

University of Ghardaia

Academic Year: 2025/2026

Lecture One: Introduction to Administrative Leadership

1. **The concept of managerial leadership.**
2. **Definition of Leadership.**
3. **Driving Elements.**
4. **Driving characteristics.**
5. **Objectives of the organization's leadership process.**
6. **The importance of managerial leadership.**

Introduction:

Administrative leadership is one of the main pillars of organizational work, as it plays a role in guiding individuals, coordinating their efforts, and achieving goals. Leadership is not limited to exercising formal authority, but is based on influencing, persuading, motivating, and building relationships within the organization. Understanding the concept of leadership, its elements, characteristics, goals, and importance helps to form a theoretical basis that allows for the understanding of various topics of managerial leadership, especially with regard to styles, theories, models, skills, and leadership effectiveness. From this perspective, this lecture deals with the general approach of administrative leadership by defining its concept, explaining its elements and characteristics, and then clarifying its goals and importance in the organization.

1. Definition of Administrative Leadership:

Leadership is one of the concepts that the writers have different views regarding its definition to the extent that a one of the writers made this clear by saying that there are different definitions of leadership as much as the number of writers who have known it." Leadership definition trends can be defined as follows:

- Linguistic concept: The term leadership in the language is derived from the verb "lead" (lead, lead), and it means to guide the object or the animal and lead it in front of it, in contrast to the concept of "market" which is from the back. It is correct in the language to say "he benefited a horse", i.e., he gave it to him to lead it, as it is related to the meaning of obedience and submission, and the plural of the word leader is "leaders".[1]

- Idiomatic concept: Visions and trends vary in defining the concept of leadership according to multiple angles:[2]

Leadership as Personality Traits: This perspective focuses on the qualities of an individual leader, defining leadership as the outcome of a leader's special qualities and abilities to ensure success.

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[1] A Group of Arab Linguists, The Basic Arabic Dictionary, D.T., Arab Educational, Cultural and Scientific Organization, D.T., p. 752.

[2] Mohamed Mounir Hijab, Media Dictionary, 1st Edition, Dar Al-Fajr for Publishing and Distribution, Cairo, Egypt, 2004, p. 431.

- Leadership as a functional activity or role: Leadership is seen here as an industry and function practiced by the individual leader, which is represented in guiding and educating followers and monitoring their actions and attitudes in order to influence their behaviors and intellectual orientations. This influence comes either directly through field communication, or indirectly as the influence of senior writers, scientists, and artists in societies through their intellectual and artistic production.

- Leadership as an Integrated Overall Attitude: This trend provides a holistic view that sees leadership as an integrated system that combines a leader with distinctive attributes, a set of tasks and activities practiced, and an audience of followers who recognize their value and leadership.

- F.E. Fiedler' s concept: Fiedler considers leadership to be the process of influencing others to accomplish a collective action, which requires the leader to direct the members of the group to a specific activity. In this regard, the leader may rely on the authority of the delegate to comply, or he may use persuasion to urge them to respond and comply.[1]

- The concept of "French": "French" defines leadership as the process that influencing the behavior of individuals towards targeting a specific goal or a set of goals. Effective leadership in organizations is manifested by directing the behaviors of working individuals and sub-organizations towards achieving the desired goals.[2]

- John Gardner' s concept: Gardner defines leadership as the process of persuading or providing the example and model adopted by a leader or leadership body to motivate a group of individuals to pursue goals set by the leader or common goals that he or she has with his subordinates.[3]

- Kinichi & Kreitner Concept: According to this concept, leadership is seen as a social interaction process through which the leader seeks to motivate his subordinates to reach

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[1] Talaat Ibrahim Lotfy, Sociology of Organization, D.T., Dar Gharib for Publishing and Distribution, Cairo, Egypt, 2007, p. 74.

[2] Adel Abdul Razzaq Hashem, Leadership and its Relationship to Job Satisfaction, Ph.D., Dar Al-Yazouri Scientific Publishing and Distribution, Amman, Jordan, 2010, p. 34.

[3] Philip Sadler, Leadership, Translated by: Huda Fouad Najd, 1st Edition, Nile Arab Group, Cairo, Egypt, 2008, p. 17.

voluntary and voluntary participation that contributes to the achievement of organizational goals.[1]

- Chester Barnard' s concept: According to Barnard, leadership is embodied in the ability of a leader to create a stimulating environment that motivates followers to achieve their aspirations and desires while convincing them of its feasibility, and this can only be achieved if the leader can make it clear that achieving the organization's goals is directly in the interest of achieving the employees' personal ambitions and goals.[2]

2. Driving Elements:

Leadership is an interactive phenomenon with social dimensions, as it cannot be carried out without the presence of a leading party, and accordingly, the leadership system consists of essential components that complement each other to define the parameters of this process:[3]

- **Leader: The** main pillar of leadership building, which is the individual who is responsible for guiding the group, and the degree of success or failure depends on the extent to which he or she is able to direct and modify the behaviors of individuals in order to achieve the desired goals.
- **Community: It** is impossible to form a leadership act in the absence of a leading audience, as leadership is a social event that arises in the presence of a human group, which makes responding to the aspirations of individuals and meeting their needs a vital issue related to the extent of the leader's acumen and good appreciation of those requirements.
- **Common Goals: The** process of leadership influence aims to crystallize general goals and objectives around which the group revolves, where the leader invests in collective efforts and directs them towards achieving these goals within a specific context.

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[1] Hussein Harim, Organizational Behavior, 3rd Edition, Dar Hamed for Publishing and Distribution, Amman, Jordan, 2009, p. 196.

[2] Saeed Mohamed Al-Masri, Organization and Administration, D.T., University House for Publishing and Distribution, Alexandria, Egypt, 1999, p. 191.

[3] Nawaf Salem Kanaan, Administrative Leadership, Dar Al-Farqa for Publishing and Distribution, Amman, 2007, p. 227.

- **Situational Circumstances: The situational** context directly contributes to the visibility of the leadership role, as the individual may be at the forefront of the leadership position in specific circumstances and not others, as leadership ability is manifested through the ability to make decisions and resolve matters in different situations.
- **Influence:** Influence is the core pillar and backbone of the leadership process, and it is the outcome of the behavioral pattern that the leader follows in dealing with others, through which their behavior is diverted and directed in the desired direction.[1]

3. Driving characteristics:

Just as every family requires a shepherd to take care of it and make it happy, every group needs a leader who works for it and leads it towards the realization of its aspirations, provided that those ends do not clash with the public interest. The essence of leadership is to interact with the community, work to serve it and facilitate cooperation among its members to reach an agreed participatory destination. Based on a leadership is a movement, influence, and integration, the most prominent features of which can be summarized in the following points:[2]

- **Leadership is a continuous activity and movement:** A leader interacts with individuals who possess diverse physical, mental, and emotional energies, and the effectiveness of a successful leader lies in investing these abilities and directing them in a positive and constructive direction that avoids sabotage and waste.
- **Leadership influences and directs:** Leadership exerts an influence on the behaviors of individuals and groups to urge them to move towards achieving a unified goal, and this influence is often achieved through the method of dialogue, argument, and persuasion, away from the logic of coercion and superiority.
- **Leadership fosters teamwork: It** is the responsibility of the leader to instill the values of synergy and cooperation among team members, especially at the stage of implementing joint goals and projects.

[1] Zahir Mahmoud Kalaldeh, Modern Trends in Administrative Leadership, Dar Zahran, Amman, 1997, p. 21.

[2] Mohamed Abdel Maqsoud, Administrative Leadership, 1st Edition, Arab Society Library for Publishing and Distribution, 2011, p. 12.

- **Leadership is a vital motive:** A leader must motivate and motivate individuals to work energetically and actively to reach their desired goal.[1]

4. Objectives of the Leadership Process in the Organization:

The leadership process within the establishments seeks to achieve a system of essential objectives, which can be summarized in the following points:[2]

- Anticipate the potential bets and risks and prepare to face them with appropriate plans.
- Accomplish the planned objectives effectively and with high quality, whether it is related to human resources or operational activity.
- Identify, manage and manage the various requirements of the organization wisely.
- Enhancing the motivation of employees and sharpening their energies and morale.
- Leading the human element and influencing its behavior to ensure that organizational goals are achieved.

5. The Importance of Administrative Leadership:

Most researchers in the administrative field agree that administrative leadership represents the solid core and the essential engine of all administrative practices, as it enables the organization to gain flexibility and vitality, and contributes to activating performance to reach the desired goals. Leadership has also become the main criterion on which to evaluate the success of any organization, and the dimensions of this importance are embodied in the following:[3]

- Transform theoretical objectives and plans into actual outputs and results through the management of the areas of planning, organization, control, and direction.
- Activating productive resources and inputs, as the absence of a leadership role paralyzes their efficiency and impact.

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[1] Ibrahim Hassan Mohammed, Administrative Leadership and the Information Institution, Arab Organization for Administrative Development, Cairo, 2010, p. 32.

[2] Hussein Abdel Hamid Ahmed Rashwan, Leadership: A Study in Psychological, Administrative and Organizational Sociology, D.T., University Youth Foundation, Alexandria, Egypt, 2010, p. 85.

[3] Hussein Abd al-Hamid Ahmed Rashwan, ibid., p. 153.

- Unifying efforts and creating an organizational reference directed at workers.
- Facilitating the process of opening up the organization to the external environment and dealing flexibly with its variables.
- Formulate strategies and adjust executive plans to accomplish tasks and achieve goals.
- Ensuring the stability of the facility and achieving balance and effectiveness in its overall performance.
- Address complex issues and challenges facing employees and the organization at large.

The importance of leadership is shown through its ability to turn the required goals into results, and that it effectively directs the productive elements towards achieving the goals, without leadership, planning, organization, and control lose their impact on achieving the goals of the organization, and without leadership, it is difficult for the organization to deal with the changes of the external environment that directly or indirectly affect the organization's achievement of its set goals.

It can be said that If It is known that leadership work, if repeated several times, leaves a great impact on the behavior and habits of subordinates, as the leader's work implicitly or explicitly works to interpret the plans and policies followed by the management of the official institution, thus becoming an example for subordinates to follow in their behavior and behavior.[1]

Conclusion:

The study of management leadership shows that it is an organizational and human process based on influencing individuals and directing their efforts towards achieving the goals of an organization. It turns out that leadership does not rely on formal authority alone, but rather on a set of elements and relationships that allow the leader to influence, motivate, and coordinate employees. Leadership is also characterized by a set of characteristics that make it a continuous process that interacts with individuals, attitudes, and the organizational environment. Its primary objectives are to unify efforts, improve performance, achieve collaboration, and guide employees towards common goals. They are particularly important

[1] Hajj Suleiman Kharoua Hind, Leadership and Entrepreneurial Skills, Aboubakar Belkaid University Publications, Tlemcen, Algeria, 2021/2022, p. 09

in their ability to link human resources with organizational objectives, contribute to problem-solving, decision-making, and harmony within the organization. Familiarity with the basic concepts of management leadership is therefore a necessary basis for understanding the advanced topics related to the practice and effectiveness of leadership within organizations.

Lecture Two: Leadership and Similar Management Concepts

1. Leadership and management.
2. Leadership and the presidency.
3. Leadership and leadership.
4. Leadership and Manager.

Introduction:

Leadership overlaps with a number of administrative and organizational concepts, which may lead to confusion between them, although the nature and function of each concept are different. Leadership and management share direction and goal achievement, but they differ in the scope of practice and mechanisms of influence. Leadership is also not identical to presidency or leadership, as each has a different basis for exerting influence and directing individuals. There is also a difference between the leader and the manager in terms of the nature of the role, sources of authority, and the way of dealing with employees, although the qualities of a leader and manager can be combined in the same person. Hence, it is important to distinguish between these concepts in order to understand the specificity of managerial leadership and determine its position within the organization.

1. Leadership and Management:

The term "managerial leadership" is related to two complementary concepts, namely leadership and management; in order to clarify this compound term, it is necessary to review the essential characteristics of both the leader who performs the leadership act and the manager who practices administrative work, in order to formulate a comprehensive definition of managerial leadership.[1]

A. Leader: A leader is defined as an individual who enjoys a personal presence and informal influence that qualifies him to influence a group of individuals and direct their behavioral paths towards achieving the desired goals.

B. Manager: A manager is an individual who assumes his duties based on a decision issued by a higher regulatory authority to supervise the work crews and direct them towards the accomplishment of specific tasks.

C. Administrative Leader: An individual who is officially assigned by a higher authority to lead and direct his subordinates towards the completion of specific tasks, and although he has official powers by virtue of the position, he is mainly based in directing and managing his subordinates on personal influence and persuasion more than his reliance on the official authority granted to him.

[1] Azouk Naima, Leadership and Decision Making, Mouloud Maamri University Publications, Tizi Ouzou, Algeria, 2023/2024, p. 08.

- **Differences between leadership and management: There** are many fundamental differences between the two concepts in several aspects, the most prominent of which are:[1]
- **Incoherence:** Not every manager is necessarily a leader, and not every leader is required to be a manager.
- **Technical vs. Scientific Dimension:** Leadership is based on insight, personal traits, and emotional aspects (art), while management relies on precise calculations, logical planning, schedules, and routine systems (science).
- **Importance and necessity:** Managers are an essential element of the workflow, while leaders are an essential pillar for development and innovation.
- **Dynamism and flexibility:** Leadership is a flexible, interactive activity in which the leader adapts to the demands of changing situations, and is not limited to rigid roles.
- **Scope and focus:** The concept of management is geared towards organizational frameworks, policies and technical procedures, while leadership focuses on human aspects and human relationships.
- **Historical Dimension:** Leadership is deeply rooted in human history, while the scientific concept of management was not crystallized until the end of the nineteenth century, although leadership is classified today as a branch of management science.
- **Method and Means:** Leadership starts from the emotional and affective dimension, while management is based on logical and analytical thinking.
- **Vision and Objectives:** Leadership is concerned with the holistic view and the faculties ("choosing the right action"), while the management focuses on the executive details ("choosing the right method of implementation").

- Overlaps and similarities between leadership and management: Leadership and management overlap as leadership is a vertical position in the administrative pyramid and a component of the organizational process, as well as planning, implementation, and control. The two concepts have in common organizing group activity, setting goals, providing the right environment for work, as well as ensuring that tasks are accomplished according to specific criteria. The success of an administrative institution is closely related to the quality of

[1] Zahir Mahmoud Kalaldeh, Modern Trends in Administrative Leadership, Dar Zahran for Publishing and Distribution, Amman, Jordan, 1997, p. 28.

leadership it manages, as the management's need for leadership and presidential competencies is urgent and continuous, as evidence confirms Applications that levels of productivity and organizational efficiency vary up and down depending on the quality of the prevailing leadership style.

2. Leadership and Chairmanship:

The Presidency expresses the official organizational authority that authorizes the official to issue directives and instructions to subordinates for the purpose of completing the duties and tasks assigned to them to reach the stated goals. A president is an individual who occupies an administrative position that is vertical to the organizational structure of an official institution and has explicit and direct powers over at least one individual. The presidency is thus based on the exercise of formal authority based on command and prohibition for the execution of actions, while the role of the leader is determined by his directive capacity based on influencing individuals based on his personal qualifications, skill, experience, and social standing to urge the group to respond and reach the set goals.

The proverb "You can stop a horse at the watercourse, but you can't force it to drink" exemplifies the fundamental difference between the two concepts: leadership is based primarily on the power of influence and the power of self-persuasion, while the presidency is based on the issuance of official directives and binding instructions according to the plans approved by the administration.

Researcher Cecil Gibb summarizes (Cecil Gibb) The essential differences between the two types of leader and president in the following points:[1]

- **Mechanism of Appointment and Status:** The President assumes his position through formal organizational regulations and procedures and not based on automatic acceptance or spontaneous appreciation of his role by the members of the group, unlike a leader whose position stems from the group's recognition and participation.
- **Setting Goals:** The leader sets the goals of the group according to his own vision and interests without giving too much weight to the aspirations of his subordinates, while the leader considers the goals of the group and puts them at the top of his priorities.

[1] Azouq Naima, op. cit., p. 11

- **Emotional bonds: Feelings** of solidarity and empathy between the president and the organization are lacking or appear to be very weak, while successful leadership relies on emotional bonds and collective cohesion toward the leader.
- **Flexibility of exercise and control:** The president has more freedom to exercise the power to control subordinates based on the powers of reward and punishment established by law, while the leader is bound by the extent to which the group is acceptable and willing to follow him, relying on non-authoritarian persuasion.
- **Organizational distance:** The relationship between the president and the members of the group is characterized by a gap and distance between the president and the members of the group to maintain control and administrative tightness, while the leader seeks to build bridges of communication and rapprochement with his subordinates.
- **Source of power and influence:** The president's power derives its strength from laws and regulations outside the group, while the leader's power stems from the voluntary acceptance and approval of his leadership by members.

In the framework of clarifying the interactive relationship between the two modes, Khamis El-Sayed Ismail believes that the leadership process begins with the use of means of persuasion and influence, and the leader does not resort to official authority except in cases of necessity. However, this proposition has been criticized by Mohamed Abdullah al-Borai and Mahmoud Abdullah Morsi, who believe that true leadership requires a balanced combination of the use of regulatory power and the exercise of influence and persuasion; they are two sides of the same coin that cannot be separated from each other without compromising the effectiveness of performance.

It is clear from the above that the boss often adheres to routine activities and specific controls, while the leader has more flexibility and freedom to exert emotional influence and persuasion in order to motivate employees and develop the work environment. Thus, an individual can combine leadership and presidential qualities at the same time, so that the president becomes a leader once he gains the necessary influence and influence, and a leader may become a president once he is given a formal administrative position.

3. Leadership and Leadership:

Leadership is defined as the sum total of the attractive traits or charismatic characteristics of a leader, which give him an exceptional ability to influence his subordinates, pushing them to work enthusiastically and voluntarily towards achieving the goals of the group with the full conviction that it embodies their personal aspirations.

This concept shows that leadership is a special type of leadership, and what distinguishes it from the general concept of leadership is the level of deep influence and charismatic pillar that the leader exerts on his followers, as it is based on his personal power and skill in directing their behaviors and persuading them to carry out the directives without questioning or stopping at traditional justifications and justifications.[1]

4. Leadership and Manager:

The key differences between a leader and a manager lie in their respective goals and the way they manage the human element; a leader focuses on seeing and doing what is right by adopting a comprehensive vision that transcends rigid regulations and policies, and takes effectiveness as a key criterion for success. In contrast, the manager focuses on the details Procedural Strict implementation of existing policies based on authority and regulations, with efficiency as a criterion for its management. The differences between them are based on several detailed axes:[2]

- Source of influence and authority: The manager derives his ability to direct from the formal authority provided to him by his position and structural position within the organization, where he refrains from exceeding the powers granted to him by the system. The leader combines the influence of official authority with charismatic personal power, which gives him greater flexibility in influencing his subordinates and pushing them to act with conviction and belief in the goal rather than just complying with instructions.

- Scope of tasks and responsibilities: The scope of the manager's work is limited to the duties and assignments clearly defined in his job description. On the other hand, the leader goes beyond the written frameworks of assignments, by adopting additional tasks and

[1] Bashir Al-Allaq, Administrative Leadership, Dar Al-Yazouri Scientific Publishing and Distribution, Jordan, 2010, p. 57

[2] Mohamed Bilal: The Leading Trainer between Theory and Practice, Alexandria University - Faculty of Physical Education, Training Process and Competitions Management, DS, pp. 09, 11.

initiatives imposed by the requirements of the situation and the future vision of the organization, which makes him more able to deal with crises and unexpected changes.

- Work management style and performance approach: The manager's movement is characterized by maintaining the stability of the existing system and ensuring that routine matters are run at the same pace to avoid risks, while the leader focuses on continuous development, innovation, and innovation of new ways of working that bring the organization out of the state of stereotyping to more efficient and creative horizons.

- Methodology of control and relationship with subordinates: The manager bases the follow-up of tasks on direct and close control of his subordinates and ensuring that the regulations are applied literally, while the leader bases their relationship on the principle of mutual trust and delegation of authority, which enhances the sense of responsibility, self-control, and internal motivation for achievement in individuals.

Conclusion:

It is clear that leadership intersects with management, presidency, leadership, and executive management, but it does not fully correspond to it. Leadership focuses primarily on influencing, guiding and motivating people towards the achievement of goals, while management is linked to resource planning, organization, coordination and follow-up on the implementation of work. The presidency is based more on the formal authority granted by the organizational center, while leadership is based on the ability of the individual to influence others and may arise outside the framework of official authority. Also, the difference between a leader and a manager does not necessarily mean that there is a conflict between them, as a successful manager may combine managerial authority with leadership ability. Thus, distinguishing between these concepts helps to understand the nature of leadership and its sources of strength, and highlights the importance of influence, conviction, and trust along with formal authority in guiding individuals and achieving the goals of the organization.

Lecture Three: The Historical and Intellectual Development of Administrative Leadership

1. **Leadership in the old administrative thought.**
2. **Leadership in Islamic Thought.**
3. **Leadership in Modern Administrative Thought.**
4. **Leadership in Contemporary Administrative Thought.**

Introduction:

Leadership is an essential pillar of the administrative process, as it contributes substantially to the management of the work system and the achievement of the set goals, as the leader undertakes planning and organization tasks, in addition to his active role in guiding and motivating subordinates and attracting their capabilities. Outstanding leaders within organizations are also keen to take care of the behavioral patterns reflected in the actions of individuals, as the leader is characterized by the ability to intervene effectively, act in a balanced manner in appropriate situations, and make the right decisions at the right time.

1. Leadership in the Old Administrative Thought:

The topic of managerial leadership has received great attention throughout different eras and civilizations, given the fundamental importance that human resources occupy in organizations, and their direct role in their stability, sustainability, and points of success. Accordingly, the concept of leadership will be reviewed on the basis of the principles and administrative foundations left behind by successive civilizations. and Administrative leadership has occupied a prominent place in ancient administrative literature and applications, especially in the Egyptian, Chinese, Greek, Roman, and Arab-Islamic civilizations.

First: Leadership in Egyptian Civilization:

During the period between (2900-2475 BC), the administrative system in ancient Egypt was known for an advanced level of organization and structural coordination of the government apparatus, where the administration was based on a central government headed by the king (Pharaoh), in whose hand all the powers were gathered, followed by the Prime Minister, who in turn supervised several government sectors such as finance, food insurance, agriculture, and public works. Some researchers in the administrative affairs believe that leadership in that era was based on the comprehensive coordination of economic energies, as well as the adoption of the patriarchal style of guidance and management. This is evident from the awareness of the ancient Egyptian administration of the importance of leadership

behavior, as it paid attention to the qualification of senior statesmen and adopted their motivation through the incentive system.[1]

Second: Leadership in Chinese Civilization

Chinese civilization has left behind a rich cultural heritage, although its geographical and historical isolation has limited its breadth of influence. In the reign of Emperor Shun, the Great around 2200 BC, the administrative structure was characterized by precision and high organization, as the executive body consisted of the ruler and nine advisors who managed nine administrative sectors that were responsible for the implementation of the general plan.

Principles derived from Confucian thought also led to (Confucius) plays an essential role in the development of administrative formulation and the development of leadership concepts and patterns, and this was embodied in Confucius' directives to refine the behavior of leaders and establish the rules of participatory (democratic) management, such as good governance, idealism in behavior, deep understanding of the norms of subordinates and listening to their views, while prohibiting the authoritarian approach that relies on coercion and intimidation with punishment.[2]

Third: Leadership in Greek Civilization

Greek civilization has left an extended imprint in human thought due to its wide time span, especially in the administrative field, where the Greeks' awareness of the importance of leadership was manifested through the philosopher Socrates' propositions (Socrates) (496-399 BC), which considered leadership as an independent skill that went beyond specialized knowledge and direct experience.

As for Plato (Plato) He presented his vision of administrative leadership in his book "The Republic" by focusing on creating an organizational gap between the leader and individuals, as he saw that the leader is not involved in direct executive performance, but rather his responsibility lies in directing and managing the subordinates in charge of achievement.

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[1] Nawaf Kanaan, Administrative Leadership, 1st Edition, Dar Al-Ilm and Culture for Publishing and Distribution, Amman, Jordan, 2007, p.26.

[2] Nawaf Kanaan, Administrative Leadership, op. cit., p. 28.

Plato also made an administrative contribution through his perspective of society as a solidarity arrangement of services in which each individual makes his or her own efforts, a vision that is close to the theses of modern behavioral schools. Greek thinkers also praised transparency and a no-frills approach. I, where the Barclays crossed (Pericles) (490-429 BC) on the nature of governance as a consultative approach, saying that administration is done by the many and not by the few.[1]

Fourth: Leadership in Roman Civilization

The Romans extended their influence and built a huge political and military edifice thanks to their administrative and organizational skills. During the period (753-500 BCE), the king was the leading head of the administration supported by an advisory body of clergy and specialists. In the Republic era (500 BC-14 CE), administrative power was concentrated in the hands of the ruler with the support of an advisory council of one hundred nobles and wealthy, leaving the administration exclusively in the hands of the aristocracy.

As the state transitioned into the imperial era and its collapse (78 BC – 306 CE), leadership positions shifted to intellectual and practical competencies. Participatory management methods also emerged during the reigns of Emperors Diocletian and Constantine (Diocletian & Constantine), where the highest positions were assigned to those with scientific and administrative qualifications in the belief that one individual was insufficient to exercise absolute power, as the empire was divided into four provinces, each of which was run by an appointed governor. The Roman administrative system reached its peak of organization after the adoption of Christianity as an official religion, as the Catholic Church became a model of advanced administrative organization, and enshrined leadership principles such as the use of advisory councils, which were later adopted by the contemporary administration.[2]

2. Leadership in Islamic Thought:

Positive legislation enacted by human beings is not free from personal tendencies and whims, both at the time of establishment and during administrative practice, which often leads to executive deviation. Otherwise, Islamic legislation came from God Almighty, free

[1] Nawaf Kanaan, Ibid., p. 33

[2] Nawaf Kanaan, Administrative Leadership, op. cit., p.37

from whims and impurities of individual interests, to establish rules based on honesty and absolute objectivity.

With the advent of the Islamic dawn, the administrative system of the Arabs reached advanced levels of organization, as Islam established advanced administrative rules for the management of public affairs. The administrative leadership in the era of the Prophet (peace be upon him) was characterized by combining tight organizational centralization with the adoption of the principle of Shura in the management of state institutions, which allowed the Arabs to form an administrative system with independent pillars independent of neighboring civilizational influences.[1]

The Prophet (peace and blessings of Allah be upon him) was the legislator, the supreme commander of the administration, and the head of the centralized organized state, with the embodiment of leadership as an inevitable social necessity, as stated in the Hadith: "You are all shepherds, and each of you is responsible for his flock", where he stressed on the assignment of responsibilities to the people of competence and righteousness by saying: I Whoever commands the Muslims to do something, let a man find someone who is better for the Muslims than him, for he has betrayed Allah and His Messenger."

Accordingly, the leadership in the Islamic perspective is based on the principle of putting the right person in his appropriate position, consecrating the Shura and purifying the public office from subjective purposes, as the position is not assigned to those who ask for it or recommend themselves. Administrative leadership was successive after the Prophet (peace and blessings of Allah be upon him) through the Rightly-Guided Caliphs Abu Bakr, Umar, Uthman and Ali (may Allah be pleased with them), and then the Umayyad and Abbasid eras, so that the concept of leadership and management was established in Islam as a moral duty, responsibility and trust, not authority or authority.

In its general concept, Islamic leadership reflects the behavioral performance of the guardian during his direct interaction with the members of the parish, as it is a process of guidance and meaningful and influential social interaction. It is also closely related to the creed, as Imam ibn Taymiyyah explained that the selection of governors and officials should

[1] Amer Mesbah, Characteristics of Leadership in the Prophet (peace and blessings of Allah be upon him), Dar Houma, Algeria, 2003, p. 16.

be oriented towards the best in each location according to its requirements, inferring from the Qur'anic criterion of strength and honesty Strength is achieved in executive justice and the ability to enforce judgments.

In addition to the Shura as a fundamental pillar, the era of the Rightly Guided Caliphs witnessed the establishment of advanced administrative principles, such as relying on objective criteria in occupying leadership positions, activating the principle of administrative grievance, balancing authority and responsibility, stimulating efforts, and dividing labor based on competence.

As the borders of the state expanded during the Umayyad era and its periphery diverged, the need arose to enable the principle of delegation of powers to rulers and governors in the provinces, with strict requirements for the criteria of competence and honesty. In the Abbasid era, the organizational structure developed to be consistent with the expansion of the state, and the number of diwans increased to eleven compared to five in the Umayyad era, and the governors were granted broad supervisory powers. The Abbasid administration has also witnessed the development of administrative control and guidance, the building of sound human relations, and the deliberation in the formulation of decisions through consultation with experts, with speed in resolving transactions, good reception of subordinates and interaction with their cases.[1]

3. Leadership in Modern Administrative Thought:

The beginning of the eighteenth century witnessed the emergence of the classical school following the Industrial Revolution that swept Europe, and the subsequent formation of employers' classes, the emergence of problems of organizing labor within enterprises, and the control of mutual relations between owners and workers. This reality has resulted in an urgent need to develop administrative methods and frameworks capable of raising the levels and quality of productivity, as well as organizing and directing human resources. In this context, the topic of managerial leadership has received wide attention by researchers and various organizational theories, such as scientific management, administrative division, and bureaucracy, as well as theories of human relations and social organization.

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[1] Farouk Majdlawi, Islamic Administration in the Era of Omar Ibn Khattab, 3rd Edition, Dar Rawa'a Majdlawi, Amman, Jordan, 2003, pp. 5-3.

First: Leadership under the School of Scientific Management

Frederick's research and experiments focused on Taylor[1] To demonstrate that the prevailing administrative losses of his time are mainly due to low levels of efficiency, and that the remedy lies in the precise coordination of administrative activities within the organizational structure. From this point of view, Taylor limited his attention to the physiological aspects of the worker, assuming that once he realized the optimal method of work and his wages were related to his rate of achievement, he would be motivated to exert maximum physical effort as determined by the studies of movement and time.[2]

Through his studies, Taylor presented a set of principles guiding leadership behavior, which are manifested in defining the roles and duties of the manager, as he saw the need to replace improvisational methods with scientific criteria to judge the performance of subordinates, and to select and train subordinates based on systematic foundations, while working to achieve balance and justice in the distribution of managerial responsibilities between the leader and his subordinates.[3]

Accordingly, the leaders are responsible for planning and organizing, while the subordinates are responsible for direct implementation. Taylor also emphasized the effectiveness of material incentives in motivating workers and increasing their productive efficiency. Despite the shortcomings of the scientific organization theory, such as the automatic view of individuals and the neglect of psychological and emotional aspects and moral incentives, it has clearly contributed to highlighting the importance of leadership and

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[1] Frederick Taylor (1856-1915), an American mechanical engineer and management consultant who is considered the founder of the scientific management movement, whose background influenced his attention to the material aspects and productive efficiency, see his book: The Origins and Principles of Scientific Management, 1915.

[2] Muhammad Qasim Al-Qaryouti, Principles of Management: Theories, Processes and Functions, 3rd Edition, Dar Wael Publishing, Amman, Jordan, 2006, pp. 52-56.

[3] Nawaf Kanaan, Administrative Leadership, 1st Edition, Dar Al-Ilm and Culture for Publishing and Distribution, Amman, Jordan, 2007, p. 59.

its pivotal role in guiding the productive process. Taylor's studies have framed the concept of managerial leadership by crystallizing the principal's main tasks, which are:[1]

- Relying on scientific metrics to evaluate performance instead of traditional methods.
- Limiting workers' participation in the administrative process to an automated manner planned to achieve organizational goals.
- Selecting and qualifying employees according to scientific methods.
- Establish fairness in the distribution of responsibilities between management and employees.
- Develop the capabilities of subordinates, cooperate with them, and guide them to ensure the quality of achievement.

Based on the above, Taylor stressed the centrality of financial incentives and their positive effects in mobilizing the determination of subordinates and raising their productivity rates, which take multiple forms such as financial bonuses, quick promotions, and improving the work environment. Despite criticisms of the scientific administration for ignoring human relations and moral incentives, and adopting strict control and authoritarian style by focusing only on official relations, it has accelerated the development of administrative concepts.

Second: Leadership under the School of Industrial and Public Management

Henry Fayol[2] The first pioneer of modern management science, being the first to classify administrative functions into six main activities: technical, financial, maintenance, accounting, and administrative functions that include forecasting, organization, coordination, control, and leadership, which represent the core tasks entrusted to the manager.[3]

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[1] Nawaf Kanaan, ibid., p. 59.

[2] Henri Fayol (1841-1925), a French administrative scientist born in Istanbul and died in Paris, worked as an executive of an industrial company in France, from which he derived his expertise, documenting his theory in his book, Public and Industrial Administration, 1916.

[3] Abdelkarim Ben Arub, Managing the Facility, Mentouri University Publications, Constantine, Algeria, 2003-2004, p. 85.

Fayol believes that the efficiency of the organization is based on the competence of its senior leadership, and therefore he called for the establishment of institutes and training centers to prepare leadership cadres with sufficient experience and training to reform industrial institutions and government departments.[1] In this sense, Fayol's contribution to emphasizing that leadership is a central element in the management work aimed at maintaining the vitality and activity of the employees within the organization. Fayol also divided the authority of the commander into an authority derived from the position, a personal authority that stemmed from his own traits and gave him the ability to influence his subordinates. He has identified a set of qualities that must be possessed in a leader:[2]

- **Moral qualities:** such as firmness, courage, and boldness.
- **Cultural attributes:** related to general knowledge about the organization and its environment.
- **Physical attributes:** such as health, strength, and vitality.
- **Mental qualities:** such as proper understanding, the ability to appreciate and express things, and to understand things accurately.
- **Qualities related to experience and practice:** These are the skills acquired during the career path.

In addition, Fayol provided guidance for rationalizing leadership behavior, such as following up on the implementation of action plans, guiding subordinates, encouraging them to take responsibility and think creatively to find innovative ways to develop performance, adopting a comprehensive approach to addressing management issues in the organization and senior management in particular.[3]

Fayol stressed that in addition to leadership, administrative success requires general principles that can be taught to managers to develop their leadership abilities, including: division of labor, authority, discipline, unity of direction, unity of command, promotion of the

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[1] Hamdi Amin Abdel Hadi, Islamic Administrative Thought and Comparative Thought, 3rd Edition, Dar Al-Fikr Al-Arabi, Cairo, Egypt, 1990, pp. 72-74.

[2] Sobhi Jabr Al-Otaibi, The Development of Thought and Methods in Management, Dar Al-Hamid for Publishing and Distribution, Amman, Jordan, 2007, p. 26.

[3] Nawaf Kanaan, Administrative Leadership, op. cit., pp. 63-64.

public interest over individual interests, the system of wages and rewards, centralization, presidential hierarchy, order and fairness, and employment stability.[1]

Although Fayol agreed with Taylor on the generality of the management principles, he disagreed with them in their hypothesis strictly and inflexibly, and rejected the idea of functional supervision because it contradicted the principle of unity of leadership.

Third: Leadership under Bureaucratic Management

Bureaucratic theory was founded by the German sociologist Max Weber (Max Weber), which enriched the concept of administrative leadership through its analysis of power patterns and their arrangement in three main models: the legitimate authority model, the traditional authority model, and the charismatic authority model, taking the source of legitimacy as the main criterion to distinguish between them. Weber presented his concept of the appropriate leadership style for each of these models:[2]

- The model of legitimate authority: The authority of the commander is based on the belief of the subordinates in the legitimacy of the laws and regulations regulating work, and the right of the management to issue directives according to this framework, where the subordinates comply with the orders as official organizational rules, and therefore the authority of the commander stems from his or her position.

- The traditional power model: Power is based on the followers' belief in the sanctity of the prevailing heritage and customs, and the acquired right of the leader to exercise power, so that the dependence here is on the person of the leader himself and not on his organizational status.

- Charismatic Authority Model: Authority is based on the belief of subordinates that the leader possesses exceptional qualities and an inspiring personality that distinguishes him from others, so they look at his directives with great respect. In this style, there are no manifestations of delegation of authority, as the leader exercises his duties individually and directly.

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[1] Mahmoud Salman Al-Omyan, Organizational Behavior in Business Organizations, 3rd Edition, Wael Publishing House, Amman, Jordan, 2005, p. 42.

[2] Nawaf Kanaan, Administrative Leadership, op. cit., pp. 66-70.

One of the most prominent drawbacks of Max Weber's model is its exclusive focus on the formal structure of organization, and its disregard for the informal relationships that arise automatically within enterprises.

It is clear from the above that most of the classical studies focused on the application of mechanical frameworks to address administrative problems, where scientific management adopted the experimental method, while those with administrative divisions and bureaucracy focused on structuring leadership and organizational behavior, with complete neglect of the psychological and social aspect within the work environment. As a result of this classical exaggeration of considering the worker as merely an "economic man" motivated only by material motives and physical energy, and that a successful leader is the one who automates the behavior of individuals, the behavioral current emerged as a strong reaction calling for attention to the human and psychological dimensions of management and leadership.[1]

Fourth: Leadership under the School of Human Relations

While classical managerial thought was concerned with the structure and mechanism of institutions, the school of human relations focused on the human element in the organization. Unlike classical managerial theorists who were practicing managers who relied on their own experience and experience to develop their theories, human relations theorists were academics and sociologists, psychology, and behavior, focusing their attention on individual motivation and the study of group behavior and the concept of leadership.

The school's pioneers emphasize the importance of human relationships in management, as they are one of the key elements for the success of managerial leaders. Human relationships have been linked to leadership and have become a prominent feature of modern management. The pioneer of this school is the Australian scientist George Elton Mayo, who is considered the true originator of the school in the 20th century. He concluded from his experiences at the Hawthorne workshops at the Western Electric facility in 1939 that

[1] Mohamed Ismail Bilal, Principles of Management between Theory and Practice, New University Press, Alexandria, Egypt, 2004, p. 270.

the individual is a social creature who seeks harmony and harmony with the members of his group, and that his behavior is an expression and reflection of its ideas, and this social harmony is a moral factor that affects his productivity. In addition, his motivation is aroused not only by material incentives, but also by moral incentives. Effective administrative leadership is what works to achieve a greater degree of convergence and cooperation between formal and informal organization.

In the field of managerial leadership, Alton Mayo added that identifying the best leadership style as the democratic style, considering that a democratic leader with ability, sincerity and leadership ability, which allows the involvement of the employees in the administration, is a key factor in the success of the human relations program and has an effective impact on increasing productivity. In addition to Alton Mayo, there are other pioneers of the School of Human Relations who have introduced other ideas in the field of managerial leadership, the most important of which are:[1]

- **Kurt Lewin:** In his study, he found that the best style of leadership is democratic, and he also showed the importance of participation in management and its impact on motivating employees to perform well.
- **Moreno:** who gave importance to the positive feelings of employees at work by studying the importance of a leader's understanding of the feelings and problems of his subordinates, his skill in dealing with them, and his confirmation of their work.

Hence, we can conclude from the presentation of the most important ideas of the School of Human Relations that it focused on the study of the social and psychological needs of the individual and his relations with his colleagues, as well as on moral incentives as the main engine of the capabilities of employees to increase production in the organization, and called for the recognition of informal organizations, and the improvement of leadership styles.

It has succeeded in diagnosing and analyzing new factors and variables affecting the behavior of the individual in the organization, and it has succeeded in enriching the field of administrative leadership and was the starting point for the administrative revolution that the administration witnessed in the thirties of this century. However, despite what the School of

[1] Belhaji Amina, Analysis of Leadership Skills and Behavior of Individuals, Ahmed Zabaneh Glizane University Publications, Algeria, 2024/2025, p. 18.

Human Relations has provided, it has not escaped criticism, the most important of which is its focus on the psychological and social aspect of human resources rather than on the organizational problems of the institution, in addition to its focus on informal relations, which led to the neglect of official organizations.

Fifth: Leadership in the School of Social Organization

The pioneers of this theory, including Argyris, saw (Argyris), through his conception of organization, which he bases on two basic elements: the individual and the formal organization. He believes that there is a conflict between the requirements of the individuals working in the organization and the needs and requirements of the official organization, and that this conflict may lead to the frustration of the employees and their sense of failure, which will reflect negatively on the organizational efficiency.

The use of coercive and draconian methods by the management leadership may lead subordinates to create an informal gathering in which they find refuge to alleviate the causes of stress, frustration, and failure. Hence, Argyris found that the way to achieve organizational efficiency and eliminate the manifestations of conflict between the individual and the official organization is through the use of a leadership style that focuses its attention on subordinates, and work to expand the field of the job or role played by the individual and reduce the intensity of control, thus making the individual feel reassured and stable at work, and allowing him to achieve his growth, development and increase his technical abilities at work.

As for Likert (Likert) believes that administrative organization is a humanitarian organization, whose success depends on leadership, communication, incentives, interaction and mutual influence, decision-making, setting and arranging goals and control. In his analysis of the leadership process, he believes that the leadership style that achieves the highest productivity is one in which the leader's attitudes are based on caring for subordinates and viewing them as human beings.

It can be said from the above that administrative organization is carried out within the framework of a set of organizational links that achieve harmony and unity between its parts, which is represented in the process of fusion or cohesion between the individual and the

organization, and that the leadership can achieve this fusion by facilitating the integration of the members of the organization in work, solving their problems and directing them.[1]

4. Leadership in Contemporary Managerial Thought:

Contemporary administrative thought began in the early 1970s, and continues to the present day, based on the assumption that there is no better way to organize the form that organization should take, as the existence of formal organizations is countered by the existence of informal organizations, and the interaction and conflict is no longer only within the institution between employees and administrative leaders, but has extended to the conflict between institutions with similar fields of production and services, due to the emergence of competition, in addition to another kind of conflict whose essence is the reconciling of environmental protection natural and social and between the economic goals of the institution. Among the most important schools of contemporary management thought that have contributed to the development of the concept of administrative leadership are:

First: Administrative Leadership under the School of Systems:

The School of Systems is one of the most modern schools in the world of management, and it is derived from the writings of social scientists, this school goes beyond the framework of the institution to include the entire system, relying on the holistic approach as the institution as a system, as the institution as a system is the most accurate unit in this system, and its production depends on the nature of its organization and the interaction of its internal elements, which are represented in the inputs, administrative process, outputs, and feedback, as well as on the material, human, political, and moral possibilities provided by the external environment.

The Systems Approach helps the management leader to better understand the functioning of the organization, and "the use of the Systems Approach enables him to understand the relationships and interdependencies of the business parts of the process as a whole", in addition to this approach forces the management leader to view the organization as an integrated whole, one made up of parts that interact with each other to achieve goals,

[1] Belhaji Amina, op. cit., p. 19.

and makes the organization see the organization as a flowing information network. Accordingly, the School of Systems has made thinkers reconsider the principles of managerial organization, management leadership styles, motivations and incentives, and many theories have emerged from this approach.[1]

Second: Administrative Leadership under the Japanese Administration:

The Japanese School has proven to the whole world how successful it is in managing the organization, and the secret of the success of the Japanese management lies in its focus on the development of human resource 1 and its involvement in decision-making. This school has contributed to the field of managerial leadership by giving great importance and a prominent role to the administrative leader, through his position and direct contact with his subordinates, he can know their personal characteristics and interpret their behavioral patterns, which enables him to motivate them and discover what motivates them to work.

Due to the success of the Japanese administration, Western countries, especially the United States of America, tried to benefit from it, but after adjusting it in line with the American environment and its administrative characteristics, and the owner of this approach was the German management scientist "William Uche" in 1982, and this modification was called the theory of (Z), he tried to adapt the Japanese model of management to the U.S. corporate environment, and argued that attention should be redirected to human relations in the corporate world rather than focusing on the belief that only technology is behind raising productivity, a belief that has prevailed among U.S. regulators. In summary, despite the emergence of schools concerned with administrative leadership, they have not reached an integrated theoretical structure to study this subject, due to the complexity of the phenomenon of administrative leadership and its impact on psychological, behavioral and social variables.[2]

Conclusion:

[1] Riad Jadar, Lectures on the Business Administration Entrance Scale, University of Algiers Publications, 2016/2017, p. 58

[2] Riad Jadar, op. cit., pp. 57-58.

Third Lecture: The Historical and Intellectual Development of Administrative Leadership

It is clear that leadership thought was not formed in one fixed form, but rather developed through successive stages that responded to the transformations that have taken place in social and administrative life. In the old administrative thought, leadership was associated with authority, discipline, and the status of the leader, while Islamic thought presented a perception more related to values, responsibility, justice, Shura and honesty. With the advent of modern managerial thought, leadership moved to the field of scientific study, and attention began to be paid to analyzing the qualities of a leader, his behavior, and the factors that affect his performance. Contemporary managerial thought has tended to conceive of leadership as an interactive process that is influenced by the situation, employees, and organizational environment, with a focus on flexibility, change, communication, and participation. Thus, historical and intellectual development has contributed to expanding the concept of administrative leadership, making it more related to the leader's ability to influence, guide and adapt to different circumstances, rather than being limited to official authority and issuing orders.

Lecture Four: Selection of Administrative Leaders

1. The concept of selecting administrative leaders.
2. Stages of Selecting Leaders.
3. Principles and Rules for Selecting Leaders
4. Variables affecting the choice of driving style.

Introduction:

Selection of management leaders is one of the key processes that organizations rely on to ensure that people who are able to assume leadership responsibilities and direct human and material resources towards achieving the set goals. A leadership position is not only related to organizational status or formal authority granted by the management structure, but also requires an integrated set of abilities, qualifications, and attributes that allow the leader to deal efficiently with different employees and situations. Hence, the process of selecting leaders has become one of the important topics in managerial thought, because it directly affects the level of organizational performance and the ability of the organization to face problems and changes.

The selection process requires a careful identification of the organization's leadership needs, a knowledge of the nature of the tasks and responsibilities associated with the position, and then a search for people who meet the appropriate qualifications and an assessment of their abilities according to objective criteria. The selection process should be based on clear foundations that ensure fairness and equal opportunity, and limit the influence of personal or random considerations in the appointment of leaders. Selection is even more important when it comes to positions that require high decision-making, crisis management, and employee guidance, because a mistake in choosing a leader can reflect on the performance of the organization as a whole.

The selection process should not be based on a single criterion, such as seniority or educational qualification, but rather requires a combination of experience, competence, ability to communicate, take responsibility, and flexibility in dealing with different situations. Therefore, the selection of management leaders is an essential entry point to build a leadership that is able to respond to the requirements of the organization and achieve its goals efficiently and effectively.

1. The concept of selecting administrative leaders:

Selecting administrative leaders is one of the basic processes in management, as it has a direct impact on the efficiency of the organization and its ability to achieve its goals. Selecting management leadership is the process by which the most suitable people are identified for leadership positions, based on a set of criteria, qualifications, and abilities that are appropriate to the nature of the position and the requirements of the organization.

Leadership selection is not just about a managerial position, but also about looking for someone who can guide employees, make decisions, take responsibility, influence others, and use available resources efficiently. Therefore, the selection should be based on objective grounds that ensure that the individual's abilities are aligned with the requirements of the leadership position.

The selection of managerial leaders is also related to the organization's ability to achieve its goals, as choosing the right person for the leadership position can contribute to improving performance, raising the level of coordination among employees, and enhancing organizational stability, while inappropriate selection may lead to poor performance and problems in the direction and decision-making process.

Accordingly, the selection of managerial leaders can be seen as an organized administrative process that aims to select people who have the competence, experience, leadership abilities and personal qualities necessary to fill leadership positions, in order to achieve a compatibility between the requirements of leadership and the needs of the organization.

2. Stages of Selecting Leaders:

Administrative leadership goes through the following basic stages:[1]

A. Exploration Stage: i.e. identifying a group of people and studying their reality in all aspects.

B- Experimentation Stage: It is the test of the group that was selected in the previous stage, so that it is under observation and observation through daily practices and different situations, and by testing their human, mental and artistic abilities.

C. Evaluation Stage: In which the group is evaluated based on previously defined criteria, where deficiencies, excellence, and disparities in abilities and skills are discovered.

D. Qualification Stage: It is clear from the above that the deficiencies and weaknesses of the personalities are determined, and accordingly, the training needs are determined according to the practical need, and trainers with experience, experience and creativity are selected for these programs.

[1] Bashir Allaq, op. cit., p. 56

E. The assignment stage: After training and qualification, a group of them is selected in leadership positions of varying levels and importance for certain periods, i.e., putting them to the test.

F. Empowerment Stage: After these elements take their opportunity in terms of practice and experience, the basic features of the leadership personality of each of them are clarified, and then tasks are delegated to them according to the results of the experiment and the extent to which they are capable of it and their suitability for their leadership personality.

3. Foundations and Rules for Selecting Leaders:

Among the most prominent principles adopted in the selection of administrative leaders, we mention:[1]

A- Selection based on loyalty and social status: This method is based on assigning leadership administrative positions to some individuals who belong to families with a prestigious social status, far from any standards or controls of competence and educational achievement, and this method was followed in the old administrations that preferred the social center over intelligence.

B- Selection on the basis of election: It has its roots in the Greek administrative system, where they elect political and administrative leaders simultaneously by direct general election, but this method is suitable for the selection of the representatives of the people who exercise the powers of sovereignty in their name and on their account, i.e. the political leadership, while its authority is limited in the administrative field, because it does not guarantee the selection of competencies to assume leadership, in the sense that modern administrative leadership needs a trained and experienced leader in leadership and its methods, especially those related to human relations and raising motivations The ability to influence, co-opt and change directions, which is not guaranteed by the system of election choice.

C- Unconditional selection: This method of selecting administrative leaders assumes that the competent authority does not take into account specific criteria or controls when it does so, as its freedom is absolute in this field, so some call this method of selection on the basis of absolute freedom, as it is all related to the will of the rulers, and some countries have

[1] Bashir Alaq, op. cit., p. 57

adopted this method in selecting senior administrative leaders, including ministers, who are statesmen and senior administrative leaders.

D- Merit-based selection: The merit system requires the applicant to meet certain conditions to fill the public position, and this method is considered the best and most modern way to select leaders, as it ensures the selection of the elite from the right elements to carry out the burdens of management as well as achieving parity and equality between applicants for leadership positions in the country, and one of the most prominent merit systems is the American merit system, which relies on holding public competitions for appointment and promotion together, and the promotion system is considered as a new appointment, thus selecting the best elements and placing each leader In its proper location, it sets the wage according to the amount of work, while being careful to prevent the creation of fake jobs.

4. Variables Affecting the Choice of Driving Style:

There is no one-size-fits-all leadership style, as choosing the right leadership style varies according to a set of variables related to the leader, subordinates, organizational environment, and nature of work. Therefore, the effectiveness of leadership is related to the extent to which the leader is able to choose the style that suits different circumstances and situations. Among the most important variables affecting the choice of driving style are the following:[1]

First: Characteristics of a Leader:

A leader's personality, experience, qualifications, decision-making ability, and communication with employees' influence determining which style they tend to use. A leader with extensive experience and a high ability to delegate responsibilities may tend to be more engaged, while another leader may prefer a more guided style according to their nature and experience.

Second: Characteristics of Subordinates:

Employees' experience, level of competence, independence, and motivation to work influence the choice of leadership style. The higher the level of competence and

[1] Paul Hersey et Kenneth H. Blanchard, "Life Cycle Theory of Leadership", Training and Development Journal, vol. 23, n° 5, 1969, pp. 26-34.

responsibility of subordinates, the more participatory and delegated methods can be adopted.

Third: The Nature of the Mission and Work:

Proper leadership varies depending on the nature of the work, its complexity, and the degree of urgency in it. Routine tasks may require a more flexible approach, while emergency situations or actions that require quick decision-making may require a more guided and decisive style.

Fourth: The Nature of the Foundation and its Organizational Structure:

The size of an organization, its organizational structure, and the degree of centralization or decentralization in it influence the choice of leadership style. Institutions with flexible structures may provide greater room for participation and delegation of authority, while centralized structures may impose more directed approaches.

Fifth: The Environment Surrounding the Institution:

economic, social, technological and political conditions have influenced the nature of the leadership required. Rapid changes and crises may require greater decisiveness and responsiveness, while stable conditions allow for greater engagement and consultation.

Sixth: The nature of the relationship between the leader and the subordinates:

The degree of trust, cooperation, and communication between the leader and the staff influence the choice of leadership style. A relationship based on trust and mutual respect helps to adopt more participatory styles, while weak organizational relationships may lead the leader to increase direction and oversight.

Therefore, the choice of leadership style should not be fixed or based on the leader's personal preferences only, but should be based on the study of the nature of the situation, the work requirements, the characteristics of the employees, and the organizational conditions, allowing the choice of the style that is most appropriate to achieve the goals of the organization.

Conclusion:

It turns out that the selection of managerial leaders is a process of great importance in the success of organizations, because leadership efficiency is highly related to the suitability of the chosen person to the requirements of the position and the nature of the responsibilities entrusted to him. The right choice is not limited to academic qualifications or professional experience, but also includes a set of criteria related to competence, responsibility, leadership skills, and willingness to deal with different situations. The leadership selection process also goes through a set of stages, starting with identifying leadership needs and requirements, then researching, evaluating and selecting candidates from among them, and up to following up on their performance after taking charge. Objective rules and standards help to reduce random or subjective selection. The choice of leadership style is also influenced by various factors, including the nature of the organization, the characteristics of the employees, the type of tasks, and the organizational and environmental conditions. Effective leadership selection is therefore not only about who holds the position, but also about the extent to which their abilities and characteristics are compatible with the requirements of the organization and the situations they will face in exercising their leadership role.

Lecture Five: Forms and Styles of Administrative Leadership

1. **Managerial leadership styles**
2. **characteristics of each style.**
3. **Adapting the leadership style to the nature of the organization and the situation.**

Introduction:

Managerial leadership is one of the many processes that is practiced within organizations, as not all leaders adopt the same method in guiding employees, making decisions, and organizing relationships. This difference is reflected in leadership styles that reflect the way the leader exerts influence, deals with subordinates, and manages work. The choice of leadership style is related to a range of factors, including the nature of the organization, the quality of the tasks, the level of competence of the employees, and the circumstances faced by the organization.

The importance of studying leadership styles is that it helps to understand the difference between leadership practices and their effects on employees and organizational performance. Some leaders may involve employees in decision-making, others tend to retain authority and make decisions individually, and some may focus on giving employees a wide range of autonomy. A particular pattern cannot be judged to be appropriate for all institutions and situations, since the effectiveness of a pattern depends on its suitability for the circumstances in which it is applied.

Knowing the characteristics of each style helps the leader to recognize the strengths and weaknesses associated with each leadership style, and enables him to choose the one that best aligns with the needs of the work. Therefore, this lecture focuses on studying managerial leadership styles, explaining the characteristics of each style, and then explaining how the leadership style fits the nature of the organization and the situation in which leadership is practiced.

1. Managerial leadership styles:

First: Democratic Leadership

This leadership style is characterized by the leader's tendency to transfer part of his powers and responsibilities to his subordinates, where the participatory leadership is based on strengthening the human bond between subordinates and allowing them to contribute effectively to institutional decision-making. In this model, the leader seeks to meet the psychological and professional requirements of the team, which consolidates mutual

cooperation and ensures that individual efforts are aligned with the strategic directions of organizational goals. [1]

Second: Official Leadership

Formal leadership derives its legitimacy and influence from the structural position and job title that the individual occupies within the organization, as the authority granted to him is a product of the managerial position defined in the organizational structure. This leadership does not necessarily require an extension of self-leadership competence or qualifications, as some individuals may hold senior leadership positions in economic institutions based on considerations of capital ownership or family influence without regard to their managerial merit.

Third: Informal Leadership

This model expresses leadership whose real authority stems from self-esteem, personality traits, and reactive abilities that are highly accepted and appreciated by peers, allowing the leader to exert positive influence and guide his colleagues towards joining forces to achieve common goals. This leadership is evident in spontaneous social organizations and informal clusters within the organization, which often arise as a result of employees facing similar challenges or risks that push them to cluster and participatory search for solutions to them.

Fourth: Autocratic Leadership

The essential feature of the autocratic leadership style is that it is a means of dominating and coercing subordinates to carry out the required tasks, where the leader is unique in making and passing all decisions without involving others, unlike the participatory style. This leader also shows a lack of confidence in the capabilities and competencies of his subordinates, which fuels feelings of suspicion and suspicion among the members of the team, and reflects negatively on the organization's climate of gloomy stress and rising levels of job anxiety.

Fifth: Formal Leadership

[1] Nani Nabila, Lectures on Organizational Leadership, University of Lonisé Ali Publications, Blida, Algeria, 2020/2021, p. 23.

Formal leadership is characterized by giving employees absolute freedom to conduct their business and direct their activities towards goals by giving them complete trust and full delegation of authority, as the leader's direct interventions fade and his influence reaches its lowest levels. Although this leader is located at the top of the institutional hierarchy, he lacks the effective ability to exercise direct authority, so that his position is as close as possible to honorary or honorary position.5

Sixth: Personal Leadership

Personal leadership is the way in which the influence and managerial direction of subordinates is based on a direct network of contacts and close individual relationships, as it is clearly manifested among members of ideologically interconnected groups or groups of geographical and intellectual affiliation unified within the organization. This leadership derives its strength from the leader's charisma and self-skill in persuading others and changing their behaviors, the most prominent of which is the leadership of religious symbols, and it overlaps to a great extent with the characteristics of informal leadership.

Seventh: Impersonal Leadership

Impersonal leadership is an indirect mode of direction and management, where the instructions and policies set by the senior management are implemented through a series of mandates for the middle and executive management levels. This approach is evident in large organizations and companies with large numbers of employees, where direct contact with the CEO is not possible, and the leadership influence is limited to the formulation and practical translation of general directives by department heads and line managers in the various branches.

Eighth: Parental Leadership

The paternal style is based on the embodiment of human and emotional features in administrative dealings, where the leader takes care of his subordinates with a perspective of care and care similar to the care of a father for his children. When staff members feel the sincerity of this approach, the leader's devotion to their interests and his passion for their care, they are highly motivated and loyal to the ultimate effort, sacrifice and dedication to their commitment to the goals of the organization.[1]

[1] Nani Nabila, op. cit., p. 25

Ninth: Situational Leadership

Leadership behavior is determined according to this approach based on the variables and circumstances surrounding each individual case, as the method adopted during emergencies, crises and wars is fundamentally different from the approach adopted in times of stability and peace. Moreover, the leadership style within an organization adapts to the changing job situation, the nature of the goals to be achieved, and the different characteristics of subordinates and the appropriate methods of influence for their tenure.

Tenth: Bureaucratic Leadership

This administrative form is characterized by the weakness or absence of the guiding role of the official leader named for the position, either because of his weak personality and influence or because he lacks the desire and motivation to exercise his executive powers. The leader's resignation from his or her role and abandonment of direct direction leads to a leadership vacuum within the organization, which is often exploited by the emergence of an informal leader who takes the helm of the direction and management of the group rather than the virtual leader.[1]

2. Forms of Administrative Leadership:

Leadership cannot be in two forms at the same time, i.e., we depend on one form because of their philosophy (each form in its philosophy is different from the other), and Agha and Wafiq Helmy classified the forms of leadership as follows:[2]

First: Collective Leadership:

It involves the distribution of leadership responsibilities among individuals according to their respective abilities and there is nothing in the nature of leadership itself that requires their focus or distribution. That is, the group may distribute leadership functions to a single leader or to a number of members. Collective leadership does not concentrate power in the hands of a single individual, but sets goals together to achieve it together, it stems from democratic principles.

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[1] Nani Nabila, op. cit., p. 25

[2] Wafik Helmy, In Management: Creative Leadership for the Development and Development of Institutions, Journal of Management and Economics, Part 13, 2016.

This form of participatory leadership is used as a leadership style, meaning members are empowered to make decisions, set policies, and issue orders, and the more positive participation there is, the more it fulfills the concept of collective leadership. One of its goals is to serve the individual and society by satisfying the desires of the individual and developing the ability to lead.

In addition to reducing the burden on the leader and pushing him to interact with the group, it can lead to negative outcomes such as chaos, where everyone has the right to have the final say in relation to the group's work, and it can also provoke conflict between the leader and the followers.

Second: Administrative Leadership:

Much of what has been said about leadership in general applies to administrative leadership, as the manager has to be more influential in the behavior of the members of the group in a democratic manner, away from autocracy, authoritarianism, and bureaucracy.

- Foundations of Administrative Leadership: The foundations of administrative leadership are considered situational foundations, that is, they may work in some situations and not work in others, because the response of subordinates to the same method varies according to the nature of work, according to gender, and the size of the group, as well as depends on the skills of the manager and the needs of the subordinates. **The foundations are:**

- Giving subordinates a great deal of freedom in setting a plan of action, setting goals, supervision that is characterized by general control (non-severe and non-continuous), detailed instructions, increased sense of responsibility and high morale.
- Working to maintain the cohesion and solidarity of the group, which improves the performance of subordinates.
- Community-centric leadership leading to better results than production-centric leadership.

Third: Military Leadership:

It is the art of influencing men and directing them towards a specific goal in a way that ensures their obedience, trust, respect, loyalty, and cooperation to achieve victory in battle and achieve the goal. A good military leader is one who possesses democratic leadership traits, public culture, practical training, and mental health. Officials in the armed forces are concerned with what they call "the education of the art of leadership and the development of leadership skill" on the basis that leadership is a gift and an acquisition that must be

democratic and concerned with the development of a sense of responsibility, practical training, the study of war history and the creation of leaders.

3. Adaptation of the leadership style to the nature of the organization and the situation:

There is no one leadership style that works for all institutions and situations, as the effectiveness of the leadership style is determined by the nature of the organization, the nature of the work, the characteristics of the employees, and the surrounding conditions. A pattern that achieves positive results in one organization may not be appropriate for another, and the pattern within the organization itself may change depending on changing circumstances and situations.

The appropriateness of the leadership style is influenced by the nature of the organization in terms of its size, organizational structure, objectives, and degree of centralization of authority. Large and complex organizations may need greater organization and coordination, while smaller organizations allow for a wider margin of direct participation and communication. The leadership required in government institutions is different from private institutions, and in routine institutions from those that rely on innovation and development.

Suitability is also related to the nature of the situation facing the leader. In crisis and emergency situations, a firm and expeditious approach may be more appropriate because of the need for urgent decisions and a clear definition of responsibilities. Under normal circumstances, a democratic approach may be most effective when participation and exchange of views are necessary to reach better decisions.

Employee characteristics also influence the choice of the appropriate leadership style, such as experience, competence, independence, and motivation. New or inexperienced workers may need more guidance and follow-up, while experienced and competent workers can take on greater responsibilities and participate in decision-making.

Therefore, effective leadership is not based on a rigid commitment to one pattern, but rather on the ability of the leader to choose the appropriate method and modify it according to the requirements of the organization, the situation, and the employees. Therefore, the effectiveness of leadership is related to the ability of the leader to balance the demands of the work, the needs of the people and the surrounding circumstances.

Conclusion:

It is clear that managerial leadership styles represent different ways of exercising the leader's role in directing employees, organizing work, and making decisions, and that the difference in these styles is related to the different way the leader deals with authority, employees, and organizational attitudes. Each style has its own characteristics, and each has advantages and limitations that vary according to the nature of the organization, the tasks and the circumstances surrounding it. Therefore, a particular leadership style cannot be considered suitable for all institutions or situations, but its effectiveness is determined by its suitability for the conditions in which it is applied.

Lecture Six: Theories Explaining Leadership

1. Trait theory.

2. Behavioral theories.

3. Situational Theories.

4. Recent trends in the interpretation of leadership.

Introduction:

The management leadership literature has sought to identify the determinants and intrinsic characteristics that separate distinguished leaders from others, which has led to the emergence of several theories and explanatory frameworks for the phenomenon of leadership. While trait theses attribute leadership success to innate subjective components, behavioral attitudes focus on the leader's actions and actions in the field. In contrast, situational frameworks assume that leadership effectiveness depends on the ability of the leader to adapt his behaviors to the variables of the situation, the characteristics of his subordinates, and the nature and structure of the work environment.

1. Traditional Leadership Theories:

First: The Theory of Heredity:

Genetics theory is one of the oldest theoretical approaches in this field, as it is based on the hypothesis that leadership is an innate genetic trait, and that a leader is born and not made. This theory assumes that the leader has a divine talent and exceptional abilities that enable him to influence the thoughts and behaviors of others and direct them towards achieving the goals set by him.

Second: The Great Man's Theory:

This theory assumes that fundamental transformations and major changes in the trajectory of human societies are the result of the achievements of extraordinary personalities born with magic-like supernatural talents and abilities, unique abilities that have rarely been repeated throughout history. The theory assumes that a few elites possess inherited traits that give them control and influence over individuals and groups, which necessitates them to assume leadership positions in various sectors to achieve great human aspirations.[1] These inherited leadership traits range from physiological and physical traits (e.g., stature, tone of voice, and physical intent), psychological traits (e.g., enthusiasm, self-confidence, and courage to take initiative), and mental qualifications (e.g., intelligence, farsightedness, and

[1] Ahmed Ahmed Ibrahim, Leadership and Management in Contemporary Thought, 1st Edition, Dar Al-Ma'arif, Cairo, Egypt, 1985, p. 41

analytical ability).[1] Although this theory has not been scientifically proven since the middle of the last century due to the inability of researchers to list all leadership qualities, the studies of Kirkpatrick and Locke proved the existence of distinctive characteristics of a successful leader, as mentioned by Anwar Sultan in the following:[2]

- Integrity and integrity are manifested in honesty.
- Self-confidence and reliance on personal abilities.
- Motivation towards leadership and influence in followers to achieve goals.
- Extensive knowledge of business management methods and modern technologies.
- Ability to be creative and innovative.
- Behavioral flexibility and adaptation to the demands of subordinates and the surrounding environment.
- Superior mental qualifications and the ability to relate and interpret data and information.
- Having high self-motivation and great energy to reach goals and act.

Third: The Theory of Traits:

This theory is based on research and studies that have attempted to distinguish between successful and unsuccessful leaders by measuring personality traits, such as extroversion, control, intelligence, and psychological compatibility.[3] Trait theory is closely related to the theory of the great man, as it is based on the premise that leaders are born and not made, and that the possession of these qualities in a leader ensures that he achieves higher productivity than those who lack them.[4] It assumes that leadership success is

[1] Kamal Al-Maghrabi, Organizational Behavior: Concepts and Foundations of Individual and Group Behavior in Organization, 2nd Edition, Dar Al-Fikr for Publishing and Distribution, Amman, Jordan, 1990, p. 22

[2] Muhammad Qasim Al-Qaryouti, Organizational Behavior: A Study of Individual and Collective Human Behavior in Different Organizations, 1st Edition, Dar Al-Shorouk, Amman, Jordan, 1993, p. 139

[3] Mohamed Saeed Anwar Sultan, Organizational Behavior, 1st Edition, University Press, Alexandria, Egypt, 2003, p. 338

[4] Ronald Reggio, Introduction to Industrial and Organizational Psychology, Translated by: Fares Helmy, 1st Edition, Dar Al-Fikr for Publishing and Distribution, Amman, Jordan, 1999, p. 411

determined by a combination of physical, psychological, mental, and emotional maturity.[1] Hamid Zahran classified these leadership qualities into five main groups:

- Social traits: extroversion, social spirit, cooperation, humor, and the ability to earn the trust of the group and maintain its cohesion.
- Emotional traits: poise and emotional discipline, willpower, and high self-confidence.
- Physical Attributes: The leader tends to be taller, heavier, and more energetic than his followers.
- Mental traits: Intelligence, culture, farsightedness, insight, predictability and handling surprises, and language fluency.

Despite this classification, the theory has a disadvantage of being overly general, and the impossibility of defining a unified intrinsic trait that all successful leaders share across different positions and duties.[2] In this context, Jennings emphasized (Jennings) The lack of research success in providing definitive traits that can be used to completely differentiate between leaders and others, with disparities among researchers in identifying these traits and their eligibility.

2. Behavioral Theories:

First: Behavioral Theory:

Following the failure of early theoretical frameworks to formulate a firm list of fixed individual characteristics of successful leaders, the focus of researchers has shifted to extrapolating the actual behavioral practices of competent leaders in order to explore patterns of behavior that contribute to achieving the organization's goals and satisfying the expectations of the team. Ohio University's research has been criticized for being overly simplistic and unable to predict the relationship between leadership behavior and managerial outcomes in different business environments. In contrast, the University of Michigan study focused on the behavior of leaders and concluded that the styles of successful leaders were categorized in two main directions: the first focuses on the

[1] Salah El-Din Mohamed Abdel Baqi, Organizational Behavior and Administrative Leadership, 1st Edition, Modern University Office, Alexandria, Egypt, 2004, p. 65

[2] Hussein Harim, Organizational Behavior: The Behavior of Individuals and Groups in Business Organizations, 1st Edition, Dar Zahran for Publishing and Distribution, Amman, Jordan, 1997, p. 268

accomplishment of tasks and tasks (attention to productivity), and the second places great importance on building human relationships (attention to employees).

Although the "organizational/productive" and "considerate/relationship" models represent stable dimensions in the analysis of leadership behavior, the challenge lies in the diversity and overlap of variables specific to tasks or personal characteristics of subordinates, which determine the impact and success of a particular leadership behavior according to different organizational conditions and situations.

Second: MacGregor's Theory (Theory X and Y):

According to McGregor, effective leadership is based on the nature of the manager's implicit convictions and assumptions toward his subordinates. The "theory of X" Individuals are naturally inclined to averse to action and avoid it whenever possible, which calls for the use of coercive methods, strict control, and direct guidance to push them towards giving. The average employee is also seen as evading responsibility and not carrying an ambition beyond simple career advancement, with no real interest in organizational goals. On the other hand, the "theory of YA different view describes work as a natural activity akin to play or rest, and assumes that employees are self-motivated, willing to take responsibilities and commit to the organization's goals. MacGregor argues that the assumptions of "the X " are clearly manifested in traditional administrative models with hierarchical structures based on power, authoritarianism and the use of sanctions; however, administrative modernization and performance improvement require a shift towards the adoption of the principles of the "theory" Y", which contributes to blowing up the energies of employees and activating their own initiatives instead of suppressing them, which reflects positively on the efficiency of leadership.[1]

Third: The Theory of the Administrative Network:

The management network theory is based on the flexibility of the leadership style and the rejection of fixed stereotypes in the management of subordinates, as adapting to situational variables within the work environment is the essential skill of an effective leader. This model has its roots in 1964 by Robert Blake and Jane Mouton, who developed a tool for classifying leadership styles after observing the crusts in traditional hypotheses, focusing on

[1] Ronald Reggio, Introduction to Industrial and Organizational Psychology, translated by: Fares Helmy, 1st edition, Dar Al-Fikr for Publishing and Distribution, Amman, Jordan, 1999, pp. 417-418

analyzing the relationship between organizational stability and employee motivation by balancing interest in production with concern for individuals. The grid of this model consists of two orthogonal axes, the horizontal axis (X) representing the degree of interest in workers, and the vertical axis (Y) representing the degree of interest in production, divided on a scale of 1 to 9 degrees. Five main leadership styles are identified accordingly:[1]

A. Leadership style (1/1) [Zero Leadership]: This style is characterized by absolute passivity, as the leader lacks interest in both production and employees, and often causes the organization to fail and underperform.

B. Leadership style (1/9) [Social Club Leadership]: In this style, the leader focuses on providing a friendly social environment, supporting human relationships, and meeting the wishes of subordinates, as opposed to negligence and a clear decline in interest in production and work levels.

C. Leadership Style (9/1) [Authoritarian Leadership]: The management is focused on achieving the highest levels of production and strict technical control, while ignoring the human dimension, and although it is possible to achieve short-term successes, it leads to increased frustration and a decline in organizational loyalty.

D. Leadership Style (5/5) [Moderate/Midway Leadership]: This style seeks to strike an equal balance between the demands of the work and the needs of the employees without neglecting either of them, and is considered a cautious style that falls halfway through the managerial path.

E. Leadership Style (9/9) [Team Leadership]: It relies on investing and employing human resources effectively by fostering a teamwork spirit based on trust and mutual respect, enabling maximum productivity while developing loyalty and belonging to the organization.

Fourth: The Three Dimensions Theory:

This theory was developed by William James Redden, and is known as Rodden's three-dimensional matrix. She highlights the factors that influence the adoption of effective leadership styles, focusing on understanding the effectiveness of managers in managing organizational situations to achieve organizational goals. The Redden model has deepened the understanding of leadership behavior by identifying three main dimensions: work,

[1] Mutlaq Awadallah et al., Methods of Administrative Leadership and Organizational Development, 1st Edition, Dar Al-Masirah for Publishing and Distribution, Amman, Jordan, 2021, p. 115

employees, and effectiveness. Based on the interaction between these dimensions, Redden deduced four basic patterns of leadership behavior:[1]

1. **Dedication Style:** Represents the style that gives top priority to work requirements and job tasks.
2. **Communication style:** A style that focuses primarily on strengthening and supporting relationships between individuals within an organization.
3. **Integration Style:** It represents a leadership style that balances and connects production requirements with the needs of individuals.
4. **Isolation Pattern:** A weak style in which a leader shows the lowest levels of interest in either work or employees.

3. Attitude Theories:

First: Situational Theory:

Situational theory assumes that the required leadership traits and skills depend primarily on the organizational situation in which the leader operates and the nature of the leadership position he occupies. This theory does not completely eliminate the determinants of trait theory, but rather asserts that the effectiveness of these traits is governed by the situational context that determines their feasibility. In this context, Fiedler argues that Fiedler) that the effectiveness of leadership is not an absolute pattern, but rather the product of the continuous interaction between the leadership style and the circumstances surrounding the leadership situation. The dimensions of a leadership position are defined by three basic elements:

- **The relationship between the leader and his employees:** It is represented in the extent to which employees accept the leader's personality, and the level of trust, satisfaction, and mutual loyalty.
- **Organizational structure of the work:** It reflects the degree of clarity of the tasks to be accomplished, and the definition of their steps and procedures in a clear manner.

[1] William Redden, Activating Leadership Competence, translated by: Arab Organization for Administrative Sciences, 1st edition, Arab League Publications, Amman, Jordan, 1988, p. 92.

- **Commander's authority:** It is determined by the amount of formal power and powers granted to the leadership position, which allows for the use of a particular leadership style.

Accordingly, the theory focuses on the leader's suitability for the situation; a successful leader in certain circumstances may not achieve the same success in a different environment. It also assumes that any ordinary individual can emerge as a leader if crises put them in a position to devise acceptable solutions, without requiring exceptional capabilities. Fiedler categorized leaders into two basic types (task-oriented, or relationship-oriented) using the least preferred peer self-report scale. LPC):

- **Low LPC Scale:** Refers to a leader who focuses primarily on work completion and productivity, and tends to negatively rate people who are difficult to cope, linking poor performance to personality traits.
- **High LPC scale:** Refers to a leader who prioritizes strengthening human relationships with subordinates, separating personal evaluation from managerial performance.

Second: Path and Goal Theory:

This theory focuses on a leader's ability to influence the motivation, satisfaction, and performance of his subordinates, by distinguishing and linking employees' personal goals to the goals of the organization. The essence of the leadership process is to clarify and facilitate the paths leading to the achievement of these goals, using four leadership styles that adapt to the changing situation:[1]

- **Supportive leadership style:** Friendly and genuinely attentive to the needs of individuals.
- **Participatory leadership style:** Consults with subordinates and takes their suggestions while retaining the authority to make the final decision.
- **Achievement-oriented leadership style:** Sets ambitious and challenging goals, while showing full confidence in employees' ability to achieve them.
- **Guided Leadership Style:** Similar to autocratic behavior in clearly defining instructions.

[1] Hussein Harim, Organizational Behavior: The Behavior of Individuals and Groups in Business Organizations, 1st Edition, Dar Zahran Publishing and Distribution, Amman, Jordan, 1997, p. 284.

Third: The Theory of Dependents' Needs:

This theory places the subordinates at the center of the leadership process, as it views the leader as the individual capable of satisfying the material and moral needs of the group. F.H. Sanford is one of the most prominent proponents of this proposition, as he believes that followers voluntarily choose to enter into a subordinate relationship with the leader who has the ability to best meet their aspirations and basic needs. Therefore, understanding the leadership phenomenon requires studying the practices and behaviors that the leader exerts to satisfy the needs of his followers within the circumstances of the surrounding situation.

4. Modern and Contemporary Theories:

First: The Theory of Reciprocal Leadership:

This theory is based on the principle of exchange between leaders and subordinates by clarifying the tasks required and setting accurate expectations for rewards and incentives. According to Bass (Bass), the Mutual Leader seeks to motivate the material and moral to link the commitment of employees to organizational values to meet their needs. This routine communication command requires the following elements of the leader:

- Possess a high capacity of persuasion.
- Possess high communication skills and control of dialogue styles.
- How to employ strengths to cover weaknesses.

Second: Charismatic Leadership Theory:

Also known as "personality magic leadership", a leader relies on flexible behavior and personal connections to influence followers and gain their loyalty with his charisma and personality rather than the authority of the administrative position. Robert House has defined the qualities of a charismatic leader into three categories: personal traits, behavior, and situational influences, noting that he is characterized by a foresight and a high willingness to take risks. The most prominent behaviors of this pattern are:[1]

- Driving motivation towards accomplishing the required tasks based on strength, respect, and adoption.
- Demonstrate high abilities and competencies in front of subordinates.

[1] Majida bint Ibrahim Al-Jaroudi, Organizational Behavior in Contemporary Organizations, 1st Edition, Dar Al-Masirah for Publishing and Distribution, Amman, Jordan, 2011, p. 78

- Set high expectations for performance and believe in the abilities of employees to achieve them.
- Presenting the leader as a strong model of the values and beliefs to be adopted.

Third: Transformational Leadership Theory:

Transformational leadership is defined as suggestive leadership that directly influences subordinates to shift from an established situation to a better situation by mentally and emotionally stimulating them. This theory is based on the following principles:[1]

- Bringing about a cultural shift for subordinates and managing the meanings of values with high goals and standards.
- Inspiring followers to accomplish great tasks and formulate a clear vision and message.
- Building positive relationships based on enthusiasm, passion and good example.
- Focus on collaborative work environment, effective communication skills, and delegation.

Transformational leadership is divided into two theoretical directions:

- Bass's Theory of Transformational Leadership: Focuses on how to create leadership impact based on respect, trust, and admiration, and clarifies the importance of tasks to motivate motivation.

- Burns' theory of transformational leadership: It defines it as the process of exchange in which leaders and subordinates merge to elevate each other to higher levels of motivation and ethics, by presenting idealized ideas and presenting the leader as a model of values.

Fourth: Interactive Leadership Theory:

This theory is based on a combination of trait and attitude theory, assuming that a leader has the necessary personality traits and the ability to address the requirements of the appropriate situation. She believes that a successful leader is one who is able to bring about interaction and integration among the members of the group through his comprehensive knowledge of their problems and needs. Leadership is achieved through a complex

[1] Latifa Abdel Rahman Al-Shabanat et al., Contemporary Trends in Administrative Leadership, No Year of Publication, p. 9

relationship that combines three dimensions: personality traits, elements of the situation, and functional factors (characteristics of the organization).[1]

Fifth: Alternatives to Leadership:

Kerr and Germier are supposed (Kerr & Germier) The existence of organizational conditions and situations that supersede the presence of the leader or invalidate his leadership influence due to the availability of alternative objective factors. Situations in which a leader's influence is weakened are determined in three dimensions:[2]

- **Work attributes:** Tasks with clear routines or self-enthusiasm that eliminates the need for direction.
- **Qualities of subordinates:** Competent, highly experienced, and self-committed to work.
- **Organizational Characteristics: The** prevalence of cohesion, harmony and a sense of organizational connection among employees.

Sixth: Decision Theory

This theory emerged to overcome the shortcomings of the Classical School and the Human Relations School theses in understanding human behavior within organizations. Herbert Simon is a masterpiece, as he considered organizational processes to be a product of decision-making processes. Good governance is based on the division of labor, the delegation of powers, and the conscious trade-off between the available alternatives to solve problems, based on the following assumptions:[3]

- The ability of the decision maker to arrange alternatives and identify the right alternative.
- Full knowledge of all the alternatives available in certain circumstances.
- Full knowledge of all the consequences of each alternative.

Conclusion:

[1] Nasser Zeidan, Administrative Leadership and Organizational Development, 1st Edition, Dar Al-Fikr Al-Muasir, Beirut, Lebanon, 2014, p. 9

[2] Mohamed Saeed Anwar Sultan, Organizational Behavior, 1st Edition, University House, Alexandria, Egypt, 2003, pp. 360-361

[3] Abeer Al-Qammash, Decision Theory and Organizational Behavior, 1st Edition, Dar Al-Safa for Publishing and Distribution, Amman, Jordan, 2020, pp. 10-11

It is clear that the theories explaining leadership have gone through successive stages, reflecting the development of the perception of the leader and the leadership process. Trait theory focused on the search for the characteristics that characterize leaders, while behavioral theories shifted attention to the study of leadership behavior and the way a leader interacts with employees. Attitude theories then asserted that the effectiveness of leadership depends not only on the qualities or behavior of the leader, but also on the nature of the situation and the circumstances in which the leadership is practiced. Recent trends have expanded the scope of the study to include new aspects related to change, impact, leader-employee relationships, and the requirements of the contemporary organizational environment. Thus, a single theory cannot be viewed as a definitive explanation of leadership, because the nature of leadership is multidimensional and influenced by personal, behavioral, attitude, and organizational factors. The study of these theories helps to form a more comprehensive perception of leadership and to understand the foundations on which leadership practice can be developed within organizations.

Lecture Seven: Models of Administrative Leadership

1. **The concept of driving models.**
2. **The most important models of managerial leadership.**
3. **Applications of leadership models in organizations.**

Introduction:

Managerial leadership models are an important entry point to understand how a leader exercises his role within an organization, by interpreting the relationship between the leader, employees, and organizational situation. The multiplicity of models has made it clear that leadership effectiveness is not tied to a single fixed style, but is influenced by the nature of tasks, the characteristics of employees, and the circumstances surrounding the organization. These models also allow the theoretical principles of leadership to be transformed into practices that can be used to manage teams, make decisions, address problems, and deal with organizational changes. In this sense, it is important to study leadership models as tools that help the leader analyze situations and choose the most appropriate practice to achieve the organization's goals.

1. Concept of Driving Models:

Leadership models are conceptual frameworks that help explain how leadership is practiced and understand the relationship between the leader, subordinates, and organizational situation. It does not merely describe the qualities of a leader or define his or her style of conduct, but also provides a systematic conception of how leadership can be practiced and effective in different circumstances. Leadership models help to move from the abstract study of leadership to understanding how leadership principles are applied in practice.

Leadership models are based on a set of assumptions related to the nature of the leader, employees, tasks, and organizational environment, and these assumptions vary according to the model adopted. Some models focus on the behavior of the leader, while some are concerned with the relationship between leadership and the situation, while others view the interaction between the leader and subordinates as a basis for determining appropriate leadership practice.

The importance of leadership models is that they provide a framework that helps a manager analyze organizational situations and choose the most appropriate way to deal with them. It also allows for the comparison of leadership practices and the explanation of why a particular leadership succeeds in an institution or situation, and does not necessarily succeed in another institution or situation.

The leadership model is therefore a means of understanding and organizing leadership practice, not just a list of leadership qualities or styles. The study of models paves the way for the transition from the theoretical aspect of leadership to how to employ them within organizations.

2. The most important models of managerial leadership:

There were many models that tried to explain leadership practice and identify the factors that make leadership more appropriate and effective, and these models differed according to their view of the leader, employees, and organizational attitude. One of the most prominent models that can be addressed in the study of management leadership:

- **Situational Leadership Model:** It is based on the basic idea that the appropriate leadership style changes according to the nature of the situation, the level of readiness of the employees, and the requirements of the task. Therefore, there is no one-size-fits-all approach.
- **Situational Leadership Model:** It focuses on the relationship between the leader's style and the nature of the circumstances in which he works, and links the effectiveness of leadership to the suitability of the leader's style to the organizational situation.
- **Path and Goal Model: The** role of the leader is seen in clarifying the path that employees should follow to reach their goals, removing obstacles that may hinder their performance, and choosing the leadership behavior that suits their needs and the nature of the work.
- **Participation in Decision-Making Model:** Concerned with the degree of participation of employees in the decision-making process, and identifies cases where the leader's individual decision is more appropriate, and when participation is more effective.
- **The model of exchange between the leader and subordinates:** It focuses on the nature of the relationship that arises between the leader and each individual of the employees, and believes that the quality of this relationship can affect the level of performance, commitment, and trust.

These models should not be treated as absolute competing alternatives, but can be employed according to the nature of the institution, the situation and the goal to be achieved.

3. Applications of Leadership Models in Organizations:

The practical value of leadership models is seen when they are used to address different organizational situations, as they help managers choose leadership practice that suits the nature of the employees, tasks, and circumstances surrounding the organization. The goal of the models is not to apply a single model rigidly, but to make use of its premises to understand reality and improve leadership practice. Leadership models can be applied in several areas within the organization, the most important of which are:

- **Task Force Management:** Situational models can be used to determine the degree of guidance and support that team members need according to their experience and abilities.
- **Decision-making:** Engagement models help determine the level of involvement of workers in decisions, especially when they have information or experience that can improve the quality of the decision.
- **Change management:** A leader can leverage models that focus on the relationship with employees to reduce resistance to change and promote their acceptance of new procedures.
- **Increase performance:** The path and goal model help identify barriers to workers, clarify what is required of them, and provide the necessary support to reach the targeted results.
- **Crisis Management:** Exceptional circumstances require a quick response and the ability to modify leadership practice according to the seriousness of the situation and the nature of the available information.
- **Employee Development:** Leadership models can be used to determine the appropriate level of delegation and direction for each employee, which helps to develop their abilities and increase their tolerance for responsibility.

Leadership models become practical tools that help organizations achieve greater flexibility in the practice of leadership, and to link leadership behavior to the requirements of the situation rather than relying on a fixed approach in all cases.

Conclusion:

It turns out that managerial leadership models are frameworks that help to interpret leadership practice and understand the factors that determine its relevance and effectiveness. These models varied according to their different views of the leader, employees, and the situation, with some focusing on the situation, and some on the

participation of employees in decision-making, while others were concerned with the relationship between the leader and subordinates or the role of the leader in removing obstacles and achieving goals. The real value of these models is shown in their applicability within organizations according to the nature of the tasks, the level of experience of the workers and the organizational conditions. Therefore, a single model should not be seen as valid for all situations, but rather a leader should choose a model or practice that fits the requirements of each situation. Leadership models enhance the leader's flexibility and ability to deal with different situations, improve performance, and direct employees' efforts towards achieving the organization's goals.

Lecture Eight: Effective Leader and Leadership

1. **The Concept of a Leader.**
2. **The importance of a leader and leadership.**
3. **Leadership resources.**
4. **Determinants of Leadership Personality.**
5. **Driving Pitfalls.**
6. **Difference Between a Successful Leader and an Ineffective Leader.**

Introduction:

The leader is a key pillar of the management process, as the success of an organization is linked to his ability to influence, direct, make decisions, and achieve goals efficiently.

1. The Concept of a Leader

- Leader: A person who has the ability to influence the behavior of others and direct their efforts towards achieving common goals, based on a set of abilities, skills, and personal qualities that enable them to exercise their role within the organization.

- Leader in the administrative field: The individual who directs, organizes, and motivates employees in line with the organization's goals, and his job is not limited to issuing orders, but also includes building relationships, clarifying goals, addressing problems, and achieving coordination between the various members of the organization.

- Leader in the Organizational Perspective: Represents a link between the overall goals of the organization and the individual efforts of employees, as it works to transform goals into actionable tasks, distribute responsibilities, monitor performance, and intervene when deviations arise.

- Effective leader: One who is able to employ his authority and skills in a way that achieves a balance between the requirements of the job and the needs of the employees, while being able to adapt to different circumstances and situations. Therefore, effective leadership is not related to official authority alone, as a person may be able to influence others as a result of his experience, competence, or personality even without having a managerial position.

- Leadership and Leader: Leadership represents the process of influencing and directing, while a leader is the person who practices this process. Hence, the presence of a leader does not necessarily mean the achievement of effective leadership, because the effectiveness of leadership is related to the ability of the leader to achieve results and positively influence employees.[1]

2. The Importance of Leader and Leadership

Leadership is gaining great importance within organizations because of its role in guiding human resources and bringing harmony between individual and collective efforts. The

[1] Bilal Khalaf Al-Sakarna, Effective Administrative Leadership, 3rd Edition, Dar Al-Masirah for Publishing, Distribution and Printing, Jordan, 2019. Page 13

leader does not work in isolation from the members of the organization, but seeks to unite their efforts around clear goals, and to transform plans and policies into practical and actionable practices. The importance of a leader and leadership is reflected in a number of key aspects:[1]

- **Employee Guidance:** Helps the leader set priorities and clarify tasks and responsibilities, reducing ambiguity and confusion at work.
- **Achieving Goals:** The leader coordinates the efforts of employees and directs them towards achieving organizational goals efficiently and effectively.
- **Motivating employees: The** right leadership style contributes to raising motivation and encouraging employees to put in more effort and improve performance.
- **Achieve coordination:** Helps the leader connect different units and individuals, and prevent conflicts between tasks and specializations.
- **Crisis Response:** The value of leadership is evident in difficult circumstances, where employees need guidance, trust, and the ability to make appropriate decisions.
- **Change Management:** The leader plays an important role in clarifying the reasons for change, reducing resistance to change, and engaging workers in the process of transitioning to new organizational situations.
- **Improve relationships within the organization:** Good leadership builds trust, collaboration, and effective communication between the leader and employees.

Leadership is not only about achieving results, but also about building an organizational environment that is conducive to stability, collaboration, and development.

3. Leadership Resources

Sources of leadership are the foundations from which a leader derives his or her ability to influence others and direct their behavior. Leadership does not rely on formal authority alone, as an individual may have a significant ability to influence as a result of their experience, status, or relationships within the organization. The strength of these sources varies according to the nature of the organization and the situation in which the leader exercises his role. One of the most important sources of leadership:[2]

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[1] Muhammad Omar Al-Zoubi, Muhammad Turki Al-Batayneh, Administrative Leadership, 1st Edition, Wael Publishing House, Jordan, 2014. P.35

[2] Bilal Khalaf Al-Sakarna, op. cit., p. 15

- **Official authority:** It arises from the position that the leader occupies within the organization, and grants him specific powers to direct, issue instructions, and make decisions within the limits of his competence.
- **Reward:** It is based on the leader's ability to provide incentives and rewards to employees in exchange for good performance or achieving the desired results.
- **Coercion: It** is related to the ability of the leader to impose certain actions or punishments when he violates instructions or fails to perform duties, and should be used within the limits of regulatory rules.
- **Experience:** A leader derives his influence from having the knowledge, experience, and professional ability that makes employees perceive him as a reliable source of information and guidance.
- **Personal reference:** It arises from the employees' respect for the leader and their admiration for his personality, behavior, and values, which leads them to accept his directives voluntarily.
- **Information:** A leader may derive their strength from having important information and the ability to obtain, analyze, and employ it in a timely manner.

Leadership is most effective when a leader can combine multiple sources in a balanced manner, rather than over-relying on a single source, especially power and coercion.

4. Determinants of Leadership Personality

Leadership personality is not formed by a single factor, but rather by a set of personal, skillful, social, and organizational determinants that affect an individual's ability to practice. Therefore, the possession of certain qualities does not necessarily mean that an individual is an effective leader, because leadership requires the employment of these qualities in appropriate practical situations. One of the most prominent determinants of a leadership personality:

- **Self-confidence:** Gives a leader the ability to face difficult situations and make decisions without excessive hesitation.
- **Ability to communicate:** Enables a leader to clearly express ideas and instructions, listen to employees and understand their attitudes.
- **Intelligence and Analytical Ability:** Helps a leader understand problems, evaluate alternatives, and deal with complex situations.

- **Emotional stability:** It helps the leader to control his emotions, especially during crises and disagreements, and not to make decisions under the influence of emotion.
- **Flexibility: The** leader was able to adjust his style according to different situations, employees, and organizational conditions.
- **Responsibility:** It is related to the leader's willingness to bear the consequences of his decisions and fulfill his obligations to the organization and employees.
- **Integrity and Justice:** They contribute to building trust and respect, and prevent the abuse of power for personal gain.
- **Ability to motivate:** It helps a leader to positively influence employees and encourage them to develop their performance.
- **Experience and knowledge:** Give the leader the ability to understand the nature of the work and provide appropriate solutions to problems.

Hence, effective leadership personality is based on the integration of personal qualities with practical skills, experience, and adaptability.

5. Driving Pitfalls

Despite the importance of leadership, practicing it can be exposed to a range of pitfalls that negatively affect the leader's performance and the effectiveness of the organization. These pitfalls arise when a leader uses power unevenly, or when some positive qualities turn into negative practices as a result of exaggeration. One of the most prominent pitfalls of driving:[1]

- **Decision-making tyranny:** The leader's monopoly on decision marginalizes workers, reduces their participation, and weakens their ability to take initiative.
- **Excessive self-confidence:** It may lead a leader to ignore the opinions of others and believe that their assessments are always correct.
- **Indecisiveness:** The indecision delays decisions and confuses staff, especially in situations that require rapid response.
- **Inappropriate delegation:** A leader may fail to delegate tasks by either retaining all the authority or by assigning more responsibilities than the people assigned to them.
- **Nepotism:** Preferential treatment of some employees undermines trust and fairness within the organization.

[1] Nani Nabila, Lectures on Organizational Leadership, op. cit., p. 16

- **Poor communication:** Failure to listen to workers or ambiguity of instructions leads to misunderstandings and repeat mistakes.
- **Resistance to change:** A leader may cling to traditional methods and reject new ideas, limiting the organization's ability to evolve.
- **Preoccupation with details:** Too much interference in day-to-day work may prevent a leader from focusing on strategic issues.

Confronting these pitfalls requires self-awareness, benefiting from feedback, developing leadership skills, and adhering to the principles of justice, participation, and responsibility.

6. Difference Between a Successful Leader and an Ineffective Leader

A successful leader differs from an ineffective leader in the way he employs authority and human resources and, in his ability, to achieve goals and maintain organizational relationships. Leadership success is not measured by simply holding a formal position, but by the extent to which a leader is able to achieve results and positively impact employees.

The Ineffective Leader	The Successful Leader
Lacks clear goals and priorities	Clearly sets goals and works to achieve them
Ignores employee feedback and relies on one-way communication	Listens to employees and encourages dialogue
Monopolizes or delegates powers arbitrarily	Delegates some powers according to the abilities of the employees
Hesitant or hasty decision-making	Makes timely decisions
Tends to favouritism and discrimination	Treats workers fairly
Overly reliant on commands and control	Motivates employees and encourages initiative
Adheres to one style no matter how circumstances change	Adapts to different circumstances and situations
Blames others for mistakes	Takes responsibility for its decisions and their results
Neglects training and capacity development	Works to develop employees
His style leads to conflict and poor trust	Seeks to build trust and cooperation

Thus, a successful leader is one who combines the ability to achieve goals with the ability to deal effectively with people, while the weakness of these aspects leads to a decrease in leadership effectiveness, even if the leader holds a formal managerial position.

Conclusion:

It is clear that the leader is a pivotal element in the success of the leadership process, as his task is not limited to issuing instructions, but also includes influencing, directing, motivating, and coordinating employees towards achieving the organization's goals. Sources of leadership range from official authority, experience, personal status, information, and others, while leadership personality is influenced by a set of characteristics and skills that determine a leader's ability to deal with different situations. In turn, leadership may face a range of pitfalls, such as authoritarianism, nepotism, hesitation, and poor communication, limiting its effectiveness. A successful leader is characterized by his ability to balance the requirements of the business with the needs of the employees, make the right decisions, adapt to the circumstances, and build trust and cooperation within the organization.

Lecture Nine: Administrative Leadership Skills

1. **The concept of leadership skills.**
2. **Intellectual skills.**
3. **Human skills.**
4. **Technical skills.**
5. **Self-Skills.**
6. **Organizational skills.**

Introduction:

Leadership skills are essential to help a managerial leader perform their responsibilities efficiently, as theoretical knowledge or formal authority alone is not enough to achieve effective leadership. A leader needs a full set of abilities that enable him to understand and analyze problems, deal with employees, carry out tasks, organize resources and time, and adapt to different circumstances and situations. These skills vary in nature and function, but they complement each other to form a leadership personality capable of balancing the demands of the business with the needs of individuals.

Leadership skills include intellectual aspects that help the leader analyze, plan, and solve problems, human aspects related to communication, building relationships, and motivating employees, in addition to technical skills that enable him to understand the nature of work and practice it efficiently. Successful leadership also requires self-discipline, self-confidence, emotion management, and responsibility, as well as organizational skills that help distribute tasks, coordinate efforts, and manage time and resources. These skills do not work in isolation, but the success of a leader depends on his or her ability to employ them in an integrated manner according to the requirements of the situation. The study of leadership skills is an important aspect of leadership preparation and development, as it illustrates the practical tools a leader needs to turn leadership knowledge and principles into actual practice within the organization.

1. The concept of leadership skills:

First: Leadership Skills:

It is the set of abilities and skills that a leader possesses that enables him to influence, guide and motivate employees, and deal with various organizational situations in a way that helps achieve the goals of the organization efficiently and effectively. Leadership skills are not limited to theoretical knowledge, but are embodied in the ability of a leader to apply his knowledge and experience in practical situations and to take the right action at the right time.

Second: Leadership Skills as a Practical Ability:

It is related to the leader's ability to turn management principles and ideas into actual practices, such as planning, organizing work, solving problems, making decisions, and managing relationships with employees. Therefore, it is not enough for a leader to have information alone, unless he or she is able to use it appropriately.

Third: Leadership Skills and Influence:

The ability to influence is a key component of leadership skills, because a leader needs to persuade, guide, and motivate employees rather than constantly relying on official authority. This is demonstrated by his ability to communicate, listen, build trust, and manage disagreements within the organization.

Fourth: Leadership Skills and Adaptation:

Effective leadership requires the ability to adapt to different people, situations, and organizational conditions, as a successful leader does not adopt one style constantly, but changes the way he deals according to the nature of the situation, the level of experience of the employees, and the requirements of the job.[1]

Leadership skills can be seen as an essential tool for transforming a leader's abilities and qualities into effective leadership behavior, which can be learned and developed through training, practice, experience, and continuous evaluation.

2. Technical Skills:

Technical skill is concerned with the leader's mastery of his work, his mastery of it, and his familiarity with the work of his subordinates in terms of the nature of the tasks entrusted to them, the stages of their completion, and their requirements, with the ability to employ and analyze information, and to be aware of the methods and means available to complete the work. The technical skill is characterized by the following characteristics: [2]

- Easier to acquire compared to other skills.
- More specific and clear than other skills while performing work.
- It is characterized by high technical knowledge, the ability to analyze, and simplify the procedures used in the use of technical tools and means.
- are more familiar than others in modern management and in the era of specialization.

Among the most important features associated with it:

- Ability to take responsibility.

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[1] Nasser Zeidan, Administrative Leadership Skills and Business Ethics, Arab Science House Publishers, Lebanon, 2014. Page 13

[2] Oussama Khiari, Leadership Skills and Their Impact on Administrative Performance, 1st Edition, University Publishing House, Algeria, 2014, p. 22

- Deep and comprehensive understanding of things.
- Firmness.
- Belief in the goal.

A leader's specialized knowledge in a branch of science applies to the ability to perform well within the limits of the specialization, in addition to specialized knowledge, knowledge of the nature of the organization, and his ability to use the tools and devices available in that discipline.

3. Human Skills:

Human skills are related to the way in which a manager can successfully deal with others, make them cooperate with him and be sincere in their work, in a way that increases their ability to produce and give. Human skills include how well an administrator is able to recognize the requirements of working with people as individuals and groups.

Good human skills respect the character of others and motivate them to work enthusiastically without coercion, and contribute to building the morale of the group on strong foundations, achieving psychological satisfaction for them, and generating trust and mutual respect between them.[1]

4. Organizational Skills:

It means the ability of the leader to understand the organization as an integrated system, to be familiar with its goals, systems, and plans, and to be able to organize work and distribute duties and powers. It also includes the ability to plan work and formulate the future vision of the organization by developing a plan based on the study of reality, available capabilities, and surrounding environmental conditions, and the sense of problems and developing solutions to them, in order to achieve harmony and consensus among the subordinates.[2]

5. Intellectual Skills:

[1] Muhammad Omar Al-Zoghbi and Muhammad Turki Al-Batayneh, Leadership and Administrative Organization, 1st Edition, Dar Al-Masirah for Publishing and Distribution, Amman, Jordan, 2014, p. 22

[2] Dirar Al-Otaibi et al., Leadership and Administrative Skills, 1st Edition, Dar Al-Yazouri Scientific Publishing and Distribution, Amman, Jordan, 2007, p. 181

It means the ability to convey ideas to subordinates, and to accept and convey new and evolving ideas continuously, with the ability to visualize different relationships. This skill is inherent in all other leadership skills, and is summarized in several factors, including:

- The leader's quick perception of the finer details of things, including similarities and differences.
- The leader had a good memory.
- The leader's ability to deduce and deduce.
- The ability of the leader to deal with the prevailing value system in the society in which the organization operates.

6. Cognitive Skills:

These skills reflect the ability to:[1]

- The vision of the organization as an integrated whole.
- Understand the mechanics of the relationship between the parts of the organization.
- Know how to diagnose and identify the different types of problems facing an organization.

As for the development of this skill, it requires:

- Determining Relative Importance, which requires rearranging conflicting goals and criteria.
- Determine the relative probabilities of events.

Conclusion:

It is clear that management leadership skills represent an integrated set of abilities that a leader needs to perform his role and achieve the organization's goals efficiently. Intellectual skills help them analyze, plan and make decisions, while human skills enable them to build positive relationships with employees and achieve effective collaboration and communication. Technical skills give them the ability to understand the nature and requirements of the work, while self-skills are related to their ability to control their behavior,

[1] Saad Hassan Al-Ghadiwi, Cognitive Skills for Administrative Leaders, Journal of Financial and Management Studies, September, 2015, p. 35

manage their emotions, take responsibility and continuously evolve. Organizational skills also help to manage resources and time, coordinate work and distribute responsibilities effectively. One of these skills cannot be considered sufficient on its own, because successful leadership requires its integration and employment according to the nature of the organization and the situation. Therefore, the development of leadership skills is an essential investment in the development of managerial leadership, as it increases their ability to deal with problems, manage employees, adapt to changes, and achieve the desired results. Leadership is thus moving from a mere exercise of authority to a professional practice based on competence, the ability to influence and direct.

Lecture Ten: Functions and Roles of Administrative Leadership

1. **Planning.**
2. **Regulation.**
3. **Guidance.**
4. **Coordination.**
5. **Censorship.**
6. **The role of leadership in achieving the organization's goals.**

Introduction:

Managerial leadership performs a set of functions and roles that make it an essential element in organizing work and directing the efforts of individuals towards achieving the goals of the organization. The responsibility of the leader is not limited to issuing instructions and making decisions, but also extends to participating in planning, organizing resources, directing and coordinating employees, and monitoring performance. These functions are complementary, so that a leader's success in performing one affects his or her ability to perform the other functions effectively. Planning sets goals and means to achieve them, while organization helps distribute responsibilities and resources, and guidance motivates and guides employees towards tasks. Coordination contributes to the harmony between the various activities and units, while monitoring allows for follow-up of results, detection of deviations and taking appropriate corrective actions.

The importance of these functions is highlighted when leadership is seen as an integrated process that aims to turn an organization's goals into concrete actions and results. The leader does not work in isolation from the various organizational levels, but rather connects people, resources, tasks, and decisions, and works to harmonize them. The success of leadership in performing these functions is also reflected in the organization's ability to face problems, adapt to changes, and improve performance. Hence, studying the functions and roles of leadership helps to understand the applied aspect of administrative leadership, and clarifies the responsibilities that the leader bears in managing the organization and achieving its goals.

1. Planning Function:

It is logical that the planning function should precede the other functions, and there is no doubt that the first logical step of the planning function is concerned with defining and defining the goals of the organization, followed by the steps related to the need to define policies and methods of work. Planning includes defining the goals and objectives of the organization, outlining the actions and activities to be carried out so that those goals and objectives can be achieved and describing the methods used in the performance of the business. Evaluation is essential at every step of the planning process and tests of the plan's efficiency to allow for redirection before the plan is defined. Evaluation at a strategic point in

the planning process can determine if there is a need to set goals and if progress towards long-term goals can be made.[1]

2. Regulation Function:

Organization refers to the method or process by which a group of functions are interconnected to coordinate their relationships at work towards common goals. Organization, as an administrative process, seeks to definitively define the organizational structure (Organization structure) means, in its final analysis, the general framework that determines the distribution of roles, responsibilities, and powers among the members of the organization, and clarifies the pattern of vertical and horizontal relations between them. Therefore, organization is an important administrative process, and this importance is manifested in helping the management achieve goals, foremost of which are:

- Efficiently utilizing the available resources and obtaining the maximum production capacity from them.
- The regularity and flow of work in a facilitated manner, and by defining its activities, stages, caretakers, and locations.
- Reduce elements of dissonance and friction and achieve greater cooperation between individuals and groups.

3. Steering Function:

The mentoring function involves the efforts of subordinates to achieve and oversee the organization's goals. Through research in the areas of motivation, leadership, communication, and employee development, behavioral science has made a significant contribution to increasing our abilities to understand the mentoring function more deeply and authentically.

In contrast to the classic assumption about human nature, which is the economic assumption of man, which means that only material motivation drives a worker to work and increase his productivity, the results of recent studies have demonstrated the diversity and multiplicity of motivations that drive human behavior. As a result, these studies have led to

[1] Omar Wasfi Aqili, Management: Origins, Foundations and Concepts, Dar Zahran for Printing and Publishing, Amman, Jordan, 2007, pp. 161 ff.

the complexity of the concept of motivation as well as its models, while at the same time that it has become more realistic.

The fact that there are many motives and that these motives are not necessarily homogeneous with each other means that most of the time the manager must work on choosing the motivation or motivations he wants to satisfy them.

In this regard, the Director is free to choose between the use of positive incentives or negative incentives. Increasing the motivation of others to act by threat involves the practice of so-called passive incentives. On the other hand, the promise of satisfying the motivations of others involves the practice of so-called positive incentives.

Since the communication skills of the boss are related to the degree to which he is effective in directing the behaviors of his subordinates, they are also directly related to his effectiveness in performing the directing function; the exchange and understanding of information between one person and another with the aim of bringing about the required behavioral change is the definition of the communication process.

If the situation involves two or more individuals, the communication channels in this case become relatively simple. On the other hand, formal organization can be seen as consisting of a number of decision-making centers, all of which are connected to each other through multiple channels of communication.

In addition to the areas of research on motivation and communication, the study in leadership has deepened our understanding of the mentoring function. While classical studies in the field of effective leadership have focused on the study of the characteristics of the main driver of the situation, which is the leader or manager himself, we find that recent studies have focused on the study of the characteristics of subordinates as well as the prevailing environmental factors in addition to the characteristics of the boss or manager, in an attempt to arrive at an effective leadership style, thus increasing the number of variables that should be included in leadership studies.

Finally, as long as it is desirable to find positive behavioral patterns in subordinates as well as increase their motivation to work, a proper understanding of the importance and necessity of developing the employees themselves becomes linked to the manager's effective performance of the mentoring function. Despite the importance and necessity of familiarity with the various principles used in the development of employees in order to develop appropriate training programs for them, the responsibility for the development of

employees does not fall solely on the responsibility of the training manager, as it is a shared responsibility between him and the rest of the managers in the organization.

4. Control Function:

This function involves the need to evaluate the performance of the organization, as well as the need to take corrective action. The oversight function includes several steps: setting control standards, comparing the results achieved with these standards, and then taking the necessary corrective actions.

Standardization results in the detection of any deviations that may occur late after they have occurred, which is why strategic control points must be identified, which are considered as the main fulcrums through which the control work can be carried out. It is also known and logical that the inspection must be carried out on every unit produced, as it is customary to choose a percentage of the production to be inspected at the strategic control points.

There are multiple types of criteria that are used for comparison purposes. Quantity, cost, time used, and quality are therefore four types of control criteria. On the other hand, budgets, statistical reports, and balance point analysis are among the most important control tools that are used to perform the control function effectively.

Budgets are one of the most important and widespread classical control tools, and they are usually used to tighten control over costs rather than time. On the other hand, the Burt tool PERT) used to tighten control over the time used.

A manager who relies on the use of formal control systems usually assumes that his subordinates will automatically make the due correction if they are notified of any deviations in actual performance from established standards, and of course this assumption is not considered to be entirely correct.

The tendency to not see unpleasant things and facts, as well as the failure to accept the objectives of the organization, as well as the objections that are usually raised in the faces of consultants, are among the most important factors that provoke the opposition of subordinates to formal control systems.

Another new regulatory trend focuses on the importance and value of so-called self-censorship, which is the antithesis of censorship imposed by formal systems of censorship. To be sure, the new regulatory trend may not be effective in all situations.

5. Coordination Function:

Many contemporary writers in the field of management view coordination as one of the goals of management rather than one of its functions. Effective coordination of the Organization's activities is therefore the result of the effective functioning of all its functions: planning and organization, direction and oversight.

One of the reasons for insufficient coordination between two departments of the Organization may be due to inconsistency in their respective objectives, policies, procedures and working methods in relation to each other, in which case the lack of adequate coordination is due to the failure to perform the planning function.

The failure to clearly define the power relations within the organization, the consequent lack of symmetrical understanding of them by the various departments and employees thereof, and the consequent lack of adequate coordination, are due to the failure to perform the function of the organization.

The failure of any department or staff member of the Organization to carry out the tasks assigned to them in accordance with the pre-established and agreed schedules reflects insufficient coordination as a result of the failure to perform the steering function. Finally, the acceptance of a particular production by one administration of the Organization as acceptable while another administration of the same production was rejected reflected a lack of clarity of vision with regard to the standards set. This, in turn, reflects a failure to perform the oversight function. Thus, overall coordination within an organization results from the effective functioning of all management functions، if any coordination flaw is discovered, the initial corrective action requires the identification of the administrative function that requires the amendment before entering into the details of the remaining corrective actions.

6. The Role of Leadership in Achieving the Organization's Goals:

Leadership plays a pivotal role in transforming an organization's goals from general orientations to achievable practical outcomes by directing employees' efforts, coordinating their work, and linking them to organizational priorities. The leader works to clarify goals for employees, and define responsibilities and tasks to ensure unification of efforts and reduce overlap and duplication of work. Leadership also contributes to motivating employees and raising their level of commitment to organizational goals, by providing a work environment based on trust, appreciation and participation. An effective leader can link the organization's

goals to the needs of employees, helping to increase motivation and improve individual and team performance.

The importance of leadership is also evident in the coordination of resources and efforts, as the leader is responsible for monitoring the progress of work, addressing imbalances, and directing human and material capabilities to the areas that matter most. It also helps leadership make the right decisions at the right time, especially when the organization faces problems or unforeseen circumstances.

Leadership also plays an essential role in managing change and development, by helping employees understand the causes of change, reduce resistance to change, and encourage new initiatives and ideas. It also contributes to building internal communication and information exchange, which supports coordination and reduces misunderstandings.

On the other hand, leadership helps to evaluate performance and track results by comparing what has been achieved with the set goals, detecting shortcomings, and taking appropriate corrective actions. Leadership thus becomes a link between planning, implementation and evaluation, and its success is measured by its ability to unify the efforts of its employees and employ available resources to achieve the organization's goals efficiently and effectively.

Conclusion:

It is clear that the functions and roles of administrative leadership constitute an interconnected system that contributes to directing the work and achieving the goals of the organization. Planning sets out directions and objectives, organization provides the framework within which responsibilities and resources are distributed, while guidance focuses on leading and motivating employees and monitoring the implementation of tasks. Coordination contributes to harmonizing the various activities and units, while oversight provides a means of monitoring performance and detecting and correcting deviations. These functions do not work in isolation, but rather integrate to form a cohesive leadership process that helps the organization better use its resources and achieve the desired results. The role of leadership is most evident through its ability to link these various functions and guide them towards a common goal, considering the internal and external conditions that affect the organization.

Lecture Eleven: Effectiveness of Administrative Leadership and its Determinants

1. Dimensions of Driving Effectiveness.
2. Factors affecting driving effectiveness.
3. Characteristics of an effective leader.
4. Measure driving effectiveness.
5. Obstacles to Leadership Effectiveness.
6. The role of effective leadership in achieving the organization's goals.

Introduction:

Leadership is one of the most important elements affecting the success of organizations and their ability to achieve their goals, but the presence of leadership in itself does not necessarily mean the achievement of organizational effectiveness, as the value of leadership depends on the ability of the leader to employ his authority, skills, and resources in a way that achieves the required results and responds to the changes of the organizational environment. Effective leadership goes beyond simply issuing instructions and exercising formal authority, to include the ability to influence employees, motivate them, direct their efforts, manage relationships within the organization, and deal efficiently with changing problems and circumstances.

Leadership effectiveness is related to a set of dimensions that allow determining the level of success of a leader in performing his tasks and achieving results, and is also influenced by multiple factors related to the leader, subordinates, nature of work, and organizational environment. Therefore, the study of leadership effectiveness is not limited to researching the qualities of a leader, but also requires looking at the various variables that shape the leadership attitude and affect its results.

An effective leader is also a key element in transforming organizational goals into actionable actions and practices, by possessing a set of attributes and abilities that enable them to make appropriate decisions, build trust, manage conflicts, motivate employees, and adapt to changes. In contrast, leadership may face a range of constraints that limit its ability to achieve the organization's goals, whether these constraints are related to the leader, employees, organizational structure, and environment.

Accordingly, this topic deals with the effectiveness of administrative leadership by studying its dimensions, the factors affecting it, the characteristics of an effective leader, the methods of measuring them, and its most prominent obstacles, in order to explain the role of effective leadership in achieving the goals of the organization and raising the level of its performance.

1. Dimensions of Driving Effectiveness

Leadership effectiveness is defined by a set of dimensions that reflect the leader's ability to perform his role and achieve the desired results within the organization. Effectiveness cannot be reduced to achieving quantitative goals alone, because leadership is

also about how to reach these goals and how they affect employees and organizational relationships.[1]

- **Influencing employees: A leader's effectiveness** is shown in his ability to positively influence employees, convince them of the importance of goals, and motivate them to participate in achieving them, rather than constantly relying on official authority.
- **Achieving goals:** Achieving an organization's core goals is one of the most important indicators of leadership effectiveness, as a leader's success is measured by their ability to direct efforts and resources toward specific outcomes.
- **Balancing the demands of work and employees:** Effectiveness is not limited to production and results, but also includes the ability of the leader to consider the needs of employees and maintain stable organizational relationships.
- **Adapting to situations:** Organizational situations vary in nature and complexity, so effectiveness is related to the leader's ability to adjust his style according to the requirements of the situation.
- **Communication and coordination:** Effective communication helps to convey information, clarify instructions, and connect different organizational units, supporting collaboration and reducing errors.
- **Decision-making ability:** Effective leadership requires the ability to analyze problems, evaluate alternatives, and choose the right decision at the right time, especially in situations that are complex or uncertain.

Leadership effectiveness is thus a multidimensional concept that combines outcomes, impact, decision, human relationships, and adaptability.

2. Factors Affecting Leadership Effectiveness

Leadership effectiveness is not determined by the characteristics of the leader alone, but is influenced by a set of overlapping factors that determine the nature of the relationship between the leader and the employees and the requirements of the organization. Therefore, one leadership style may work in one particular situation, while it may be less effective in another.[2]

[1] Bilal Khalaf Al-Sakarna, Effective Administrative Leadership, op. cit., p. 45.

[2] Muhammad Omar Al-Zoubi, Muhammad Turki Al-Batayneh, op. cit., p. 89

- **External environment:** Economic, social, political, and technological conditions affect the organization's work, and require leadership to respond to changes and maintain the organization's ability to adapt.
- **Characteristics of employees:** Employees' response to leadership varies according to their level of experience, competence, motivation, and willingness to take responsibility, so leadership practice should be tailored to their characteristics.
- **Leader Characteristics: A** leader's experience, knowledge, ability to communicate, self-confidence, and flexibility all affect their level of effectiveness, as these characteristics determine their ability to deal with different situations.
- **Nature of the task:** The complexity and routine of the work and the need for innovation influence the choice of the appropriate leadership style. Complex tasks may require greater sharing and exchange of information.
- **Organizational climate: A** work environment based on trust, collaboration, and open communication helps to increase leadership effectiveness, while conflicts and weak trust reduce it.
- **Available resources:** A leader needs sufficient human, material, and information resources to be able to implement plans and achieve goals.
- **Organizational Structure:** The degree of centrality, clarity of powers and responsibilities, and the nature of organizational relationships affect a leader's ability to exercise his role and achieve results.

Thus, the effectiveness of leadership is the product of the interaction between the leader, the workers, the mission, the organization, and the environment, and not the result of a single attribute or a fixed style.

3. Traits of an effective leader

An effective leader has a set of traits that help him influence and guide employees and achieve organizational goals, but these traits do not work in isolation, but rather integrate with the skills and experience that the leader acquires through practice and learning.[1]

[1] Nasser Zeidan, Administrative Leadership Skills and Business Ethics, Arab House of Science Publishers, Lebanon, 2014, p. 128

- **Self-confidence:** It helps the leader to face difficult situations and make decisions and take responsibility for them, while avoiding turning confidence into arrogance or arrogance.
- **Intelligence and Analytical Ability:** Enables a leader to understand problems, evaluate information, and compare alternatives before making decisions.
- **Emotional stability:** It allows them to control their emotions and deal with stress and disagreements in a rational way, especially in crises.
- **Flexibility:** A leader needs to adjust his style according to different situations and employees, because effective leadership is not based on one fixed style.
- **Ability to communicate:** The ability to express clearly, listen effectively, and understand employees' attitudes are among the most important traits that support leadership influence.
- **Integrity and fairness:** Treating employees fairly and adhering to the rules builds trust and respect, which are important foundations for effective leadership.
- **Take responsibility:** An effective leader must bear the consequences of his decisions and not constantly blame mistakes on others.
- **Initiative:** The initiative enables the leader to identify problems and opportunities before they escalate, and encourages them to provide solutions and propose new ways of working.
- **Ability to motivate:** It helps to motivate employees, encourage them to participate, and improve performance.

Effective leadership is embodied when these traits are transformed into practical behavior that is in line with the nature of the organization, the situation, and the employees.

4. Measure driving effectiveness

Measuring leadership effectiveness is a process that aims to determine the extent to which a leader is successful in performing his tasks and achieving the desired results, through a set of indicators that allow for an objective evaluation of leadership performance. Measurement becomes even more important when an organization seeks to discover

strengths and weaknesses and develop leadership practices. A set of key indicators can be relied upon to measure driving effectiveness:[1]

- **Extent of Goal Achievement:** By comparing actual results with pre-set goals, whether it is production, quality of performance, or implementation of plans.
- **Employee performance:** The performance of subordinates is an important indicator, because the leader influences the organization, motivation, and direction of their efforts.
- **Employee Satisfaction:** The effectiveness of leadership can be inferred from the degree of employees' satisfaction with the leadership style, relationships within the organization, and the way they are dealt with.
- **Decision-making ability: A leader's effectiveness** is also measured by how sound, fast, and appropriate the decisions he makes to the situations facing the organization.
- **Level of Collaboration:** The spread of collaboration, trust, and information exchange within an organization reflects a leader's ability to build positive organizational relationships.
- **Ability to manage change:** Leadership effectiveness can be measured by a leader's ability to deal with new shifts and problems and reduce employee resistance to them.
- **Multi-source evaluation:** Feedback from superiors, colleagues, and subordinates can be leveraged when evaluating leadership, providing a more comprehensive picture of leadership performance.

One indicator should not be relied upon, as leadership effectiveness is a multifaceted phenomenon that requires an integrated set of quantitative and qualitative indicators.

5. Barriers to Driving Effectiveness

Leadership within organizations faces a range of constraints that may limit their ability to influence and achieve goals. These constraints may be related to the leader's personality, employees, organizational structure, or environment, so addressing poor leadership requires identifying the source of the problem before choosing the appropriate action.[2]

[1] Bilal Khalaf Al-Sakarna, Effective Administrative Leadership, op. cit., p. 62

[2] Abdulbari Ibrahim Dorra, Zuhair Naim Al-Sabbagh, Human Resource Management in the Twenty-First Century: A Systemic Curve, Dar Wael Publishing and Distribution, Jordan, 2008. Page 37

- **Hyper centralization:** Monopolization of power and decisions weakens workers' participation and reduces their ability to take initiative.
- **Poor communication:** Ambiguity of information and instructions, and not listening to workers lead to misunderstandings, errors, and conflicts.
- **Resist change:** A leader may have difficulty implementing change when workers stick to traditional methods or fear losing their interests.
- **Lack of organizational fairness:** Nepotism and discrimination in treatment or reward distribution lead to a weakening of trust in the leader.
- **Poor leadership competence:** Lack of knowledge, skills, and experience makes it difficult to deal with complex problems and situations.
- **Decision hesitation:** Delay in making decisions can exacerbate problems and miss out on some opportunities.
- **Organizational pressures:** Too many burdens and responsibilities and limited resources can limit a leader's ability to perform his role effectively.
- **Organizational conflicts:** Ongoing disputes between individuals and organizational units affect cooperation and hinder the implementation of goals.
- **Organizational structure rigidity:** Complex procedures and the length of administrative trails can limit the speed of response and decision-making.

Confronting these barriers requires accurate diagnosis of their causes, improved communication, developing leadership skills, promoting participation and equity, and creating an organizational environment that allows for initiative and adaptation.

6. The Role of Effective Leadership in Achieving the Organization's Goals

Effective leadership plays a key role in transforming an organization's goals from general directions to practical results, by guiding employees, coordinating their efforts, and employing available resources to serve organizational priorities. An effective leader clarifies goals and links them to tasks and responsibilities, which helps to unify efforts and reduce duplication of work.

Effective leadership contributes to raising the level of performance of employees by motivating and appreciating and providing an environment conducive to initiative and

responsibility. It also helps build trust between different levels of the organization, which is reflected in the quality of collaboration and communication within the organization.

They are also important in decision-making and problem-solving, as an effective leader can analyze situations, set priorities, and choose appropriate alternatives, considering the available capabilities and the surrounding circumstances. It also plays an important role in coordinating between units and individuals, preventing conflicts of efforts and helping to achieve harmony in the implementation of plans.

Effective leadership is also evident in change and development management, by articulating the drivers of change, convincing employees of its importance and encouraging them to participate in it, which increases the organization's ability to respond to internal and external transformations.

It also contributes to monitoring performance, evaluating results, detecting deviations, and taking appropriate corrective actions. Effective leadership is a link between planning, implementation and follow-up, and contributes to the achievement of organizational goals by combining efficiency in managing work with the ability to positively influence employees.[1]

Conclusion:

It is clear from the study of the effectiveness of managerial leadership that leadership success is not related to the mere possession of official authority or the occupancy of an administrative position within the organization, but is related to the ability of the leader to employ an integrated set of abilities, attributes, and skills in accordance with the nature of the organization and the situations it faces. Leadership effectiveness is based on multiple dimensions, most notably achieving goals, influencing employees, the ability to make decisions, adapting to circumstances, and achieving coordination and communication within the organization.

It was also found that the effectiveness of leadership is influenced by multiple factors, some of which are related to the leader such as experience, communication ability, and flexibility, and some are related to the employees, the nature of the tasks, the organizational structure, and the prevailing climate within the organization. Therefore, leadership success

[1] Muhammad Omar Al-Zoubi, Muhammad Turki Al-Batayneh, Administrative Leadership, op. cit., p. 68

cannot be explained in terms of the qualities of a leader alone, but should be seen as the result of the interaction of a range of organizational and human variables.

Measuring leadership effectiveness is an important way to determine a leader's level of success and reveal strengths and weaknesses in leadership practice, while centralization, weak communication, resistance to change, and lack of justice are some of the most prominent obstacles that may limit this effectiveness. In turn, effective leadership can directly contribute to the achievement of an organization's goals by guiding and motivating employees, improving decision-making, managing change, and coordinating resources and efforts. Effective leadership is therefore a key element in raising the efficiency of an organization, enhancing its ability to achieve its goals and respond to the changes in its environment.

Lecture Twelfth: Introduction to Administrative Decision Making

1. The concept of decision-making.
2. The importance of decision-making.
3. Decision-making characteristics.
4. Decision-making ability.
5. Motivations for decision-making.
6. Conditions for decision-making.
7. Types of decisions.
8. The relationship between leadership and decision-making.

Introduction:

Managerial decision-making is one of the most important processes practiced by leaders within organizations, as it is related to various administrative activities and functions, and it depends on directing resources, setting priorities, addressing problems, and achieving goals. Decision-making is not just about choosing an alternative from a set of alternatives, but it is a process that requires identifying the problem, understanding its causes, gathering relevant information, evaluating available alternatives, and then selecting, implementing, and following up on the most appropriate alternative. This process is increasingly important in contemporary institutions as a result of the complexity of the organizational environment and the multiplicity of variables facing managerial leadership.

Decisions also vary in terms of their nature, level, and degree of impact, as they may be routine decisions related to daily work, or strategic decisions related to the future of the organization and its overall directions. Effective decision-making requires a set of conditions, the most important of which are the availability of appropriate information, the ability to analyze and estimate, sufficient time, and the ability to assume responsibility resulting from the decision.

Decision-making is closely linked to leadership, because the leader is constantly faced with situations that require a trade-off between alternatives and the right direction of action. A leader's personality, experience, and ability to handle information and stress also affect the quality of the decisions they make. Understanding the decision-making process is a necessary entry point to understanding leadership performance, especially since leadership success depends not only on its ability to influence employees, but also on its ability to make appropriate decisions at the right time.

1. The concept of the decision-making process:

There are multiple definitions of decision-making among them:[1]

- Decision is the conscious choice between the available alternatives in a particular situation or it is the process of choosing alternative solutions to face a particular problem and choosing the best solution among them.

[1] Salim Boutros Jalda, Methods of Administrative Decision-Making, 1st Edition, Amman, Dar Al-Raya, 2008, p. 37.

- Or is the careful and careful choice of one of the alternatives from two or more sets of alternatives behaviors.
- It is a mental or motor process or both that is done by reaching the appropriate decision, and the decision-making process is based on choosing between several alternatives or options, where the alternative that is chosen represents this decision.
- Mohammed Al-Serafi defined decision-making as: the process of actually choosing between the possible alternatives to acting, which in this way represents the essence of the planning function, as it can only see the light of day through decision-making, and hence managers sometimes see decision-making as their main function.
- She emphasized that the manager considers decision-making as a core function in the organization and is the only way to test possible alternatives.
- In the book of Administrative Leadership by Osama Khairy, it is stated that it is a mental or motor process or both through which the appropriate decision is reached, and the decision making is based on choosing among the alternatives, where the alternative that is chosen represents that there is a goal or purpose behind the decision-making.

It is a process or method of rational selection among the available alternatives to achieve a specific goal, and it includes six elements:[1]

1) Situation
2) Decision Maker
3) Objective
4) Alternatives
5) Selection Rules
6) The process of choosing the optimal solution among the alternatives.

- The decision-making process is the process of selecting one of two or more alternatives to achieve a goal or a set of objectives within a given period of time in light of the data of both the internal and external environment and the resources available to the organization.
- The decision-making process is a series of coordinated actions and a set of steps, interactions, and effects that take place within the process of searching for a solution to a problem in an organization.

[1] Osama Khairy, Administrative Leadership, 1st Edition, Dar Al-Raya for Publishing and Distribution, 2013, p. 185.

On the other hand, the author of the idea that management is decision-making, Herbert Simon, believes that the decision-making process in its theoretical aspects is carried out according to the following stages:

- Setting goals as a decision cannot be made without setting goals.
- Learn about the available options.
- Know the conditions that are conducive to the success of the plan (in order for the decision to succeed it must stem from its environment).
- Evaluate each path of action and give it a number that matches its value.
- Balance between the choices to identify the most important ones.
- Make a list of the different disadvantages and advantages of each plan.

From the above, it becomes clear that the decision-making process is an organized process because any decision made is only the final product of an integrated effort of opinions and ideas, and therefore the decisions made in organizations are seen as a collective production rather than the result of a person's thought or opinion.

Difference Between Decision Making Process and Decision-Making Process:

- Decision making: It is the process of proposing alternatives or possible solutions and discussing them to solve the problem of the research or study topic.

- Decision Making: It is the process of choosing an alternative from two or more alternatives, or choosing an action plan from several options available to the manager with the intention of solving the problem.

Therefore, the decision-making process is simply the process of identifying a thought or opinion about facing a particular problem or issue after it has been discussed in the decision-making process to form an action plan to solve the problem.

We conclude from the previous definitions that the decision-making process is not complete unless a set of elements are available, which is thinking, because decision-making is a mental process, in addition to the need to provide several alternatives, and this process is considered one of the processes that address work problems, and the essence of this process is the steps it goes through, as most decisions are made based on problems that occur inside or outside the work and require decision makers to find appropriate solutions to them.

2. The importance of the decision-making process:

Managers in economic projects face a number of problems and situations on a daily basis, and a problem that complicates and multiplied the goals of modern administrative organizations that need to be decided on, this has increased the importance of decisions in the organization, explaining the role of decisions and their connection to the various aspects of the administrative process, such as planning, organization, coordination and communication, and this is what we will discuss.

First: The importance of administrative decisions from the perspective of management:

The importance of the administrative decision is greater nowadays than it was in the past, as in the past, the number of decisions used by the administration was somewhat limited, due to the narrowness of its activity and the simplicity of its problems, but nowadays the situation is different, and the state has become intervening in all fields, as the contemporary administration has to provide services to the public in all fields.[1]

- Management decisions are a practical and successful way to categorize and implement the overall strategies of an organization.
- It plays an important role by collecting the data necessary for the job through the use of various means.
- It reveals the behavior of managers' attitudes and reveals the forces of internal and external factors.

Second: The Importance of Administrative Decisions from the Perspective of Administrative Law:

Administrative decisions are an important and successful legal means to achieve the tasks of management through:

- It is considered the most successful legal means in the hands of the administrative authority to achieve the public interest, because of the authority to issue decisions alone.
- Resolutions grant a public authority a privilege of prescribed and granted to the administration in the public interest.

[1] Ahmed Al-Khatib, Adel Salem Maaya, Modern Management: Modern Theories, Strategies and Models, 1st Edition, Modern World of Books, A Wall of the World of Books, Jordan, 2009, p. 253.

- Considering that administrative decisions are administrative actions, it is a broad field for the practices of most types of control through the making and issuance of decisions, which show the will of the management whose legitimacy can be verified.

Despite the difference in the importance of administrative decisions, whether from the point of view of management or from the point of view of the law, their first and last goal is to reach the goal and solve problems of all kinds, forms and times, whether they are current or future.

Managerial decision-making is one of the core tasks and functions of a manager, and the amount of success that an organization achieves depends first and foremost on the ability and competence of management leaders and their understanding of management decisions and methods of making them. With their concepts, they ensure that administrative decisions are effective and realize the importance of their clarity and accuracy, and work to follow up and evaluate their implementation. The importance of decision-making lies in the following: decision-making is important for the individual or the various institutions, as not a day passes in the life of the individual without having to decide, as well as in institutions that have their eyes on success and achieving the desired goals of the plans they have set.

Decision-making is the main factor for progress and success in administrative leadership, because the qualities of a successful leader are that when he announces his decision, he must use the power of his role in creating the appropriate conditions for the decision to be successful and attract people to believe that this decision is the beneficial decision.[1]

The process of administrative decision-making is the essence of the administrative process and the focus of the activity of the administrative function, and it is the process of choosing a strategy or a procedure, and this process is organized, rational, and far from emotions, and is based on study and objective thinking to reach a satisfactory or appropriate decision.[2]

3. Decision Making Characteristics:

[1] Maan Mahmoud Ayasra, Marwan Muhammad Bani Ahmed, Leadership, Control and Administrative Communication, 1st Edition, Dar Al-Hamid for Publishing and Distribution, Amman, 2007, p.122

[2] Kasir Nasr Al-Mansour, Quantitative Methods in Administrative Decision Making, 1st Edition, Dar Al-Hamid for Publishing and Distribution, Amman, 2007, p. 31.

The manager faces many issues and topics that need to be decided and that are pressures to decide. The consequences of decisions vary according to the environment, and the characteristics of decision-making are divided into four main situations:[1]

- **Decision making in the case of certainty: The** decision maker knows the expected results accurately because there is complete and clear information, and the state of certainty is in place at the moment of decision-making.
- **Risk-Making Decision-Making:** It arises from a lack of or insufficient information. Risk appears if the probability of success is less than **100%**; it is considered acceptable at **90%,** while it is rated significant if it is less than that.
- **Uncertainty decision-making:** Management lacks complete information about the probabilities of success or failure. Managers rely on experience to guess the possibilities, and seek to turn them into calculated risk by supplementing the data.
- **Conflict Situation:** Decision-making is made more difficult due to adversary pressures and time constraints. This situation requires that competitors act rationally to predict their strategies and choose the most appropriate alternative.

4. Decision-making ability:

Thompson came up with four methods of decision-making:

- The sole decision making of the leader or manager.
- Decision-making is based on the personal judgment and judgment of the leader.
- Decision making by compromise or compromise).
- Bureaucratic decisions.

5. Motivations for decision-making:

Decisions and their making are a routine and continuous process that accompanies every official at his or her personal level, and at every level of responsibility within any organization. The difference between a personal decision and a regulatory decision can be explained as follows:[2]

[1] Samir Allam: Fundamentals of Management, pp. 156-157.

[2] Salim Al-Amraoui, Lectures and Applications in the Scale of Decision Making Theory, Publications of the University of Al-Arabi Ben Mehidi, um Al-Bouaghi, Algeria, 2022/2023, p. 4

- Personal decision: It includes reasons to remove embarrassment from its owner, and it has reasons for continuous improvement and development of performance levels to achieve its goals.
- Organizational Decision: A decision that has reasons to continue to achieve the organization's goals in accordance with improved methods of organizational performance in the direction of organizational goals.

Although the reasons for decision-making differ between the institution and the individual, they share a set of motivating foundations for making it:

- Difference in outcomes: The existence of a gap and the difference between what was actually achieved and what could have been achieved.
- Management feeling deviant: Observing a difference between what was planned and what was produced or accomplished.
- Certain incentives: The existence of incentives that encourage and motivate the management to carry out the process of correcting the difference.
- Correctability: The availability of the material, financial, and human resources necessary to conduct the correction process or reduce the severity of the discrepancy in the results.

6. Conditions for Decision-Making:

The decision-making process requires three basic conditions:[1]

- **Selection Process:** An essential element for choosing between multiple alternatives.
- **Having at least two alternatives:** The absence of alternatives eliminates the selection process and the need to decide.
- **Having one or more goals:** The goal is the main motivator, so it should be clear and specific to guide the selection process.

7. Types of Decisions:

[1] Ali Shehata: Public Administration, Al-Zahra Library, Cairo, 2005, pp. 177-178.

There are many classifications of decisions according to the criterion on which it is based (the source, form, or importance of the decision):[1]

- **Programmed Decisions:** Routine that addresses familiar issues for which management has established rules and procedures in advance (such as applying a disciplinary procedure for delays, following mechanical inspection steps, and guiding policies such as "Customer is always right").
- **Unprogrammed decisions:** Unstructured that deal with new or unfamiliar situations and affect the organization for a long time (such as introducing a new product, buying an organization, or adapting to an economic downturn).

Additional classifications of decisions according to multiple criteria:

- **According to the degree of importance:** a strategy that affects the entity and objectives, or an administrative strategy related to the nature of the procedures.
- **By nature:** a system issued according to the rules of the official system, or a personality issued by the leader in his individual capacity.
- **By schedulable:** Recurring routine that can be scheduled, or non-routine that requires studying each case in its own circumstances.
- **By Impact (Content):** Decisions that are guaranteed results for the availability of data, or decisions that involve the risk of missing it.
- **Depending on the subject of the decision:** planning, executive, evaluation, or prioritization decisions.
- **By degree of change:** includes horizontal dimension (cascade of change) and vertical dimension (understanding the situation and its consequences).
- **By leadership style and domain:** autocracy or participatory democracy; political, economic, financial, or social.

- Classification of decisions according to administrative levels:

Nature of the decision and examples	Time Range	Administrative level	Type of Decision
Daily routine (production scheduling, quality control and inventory, order preparation)	Short-term	Lower management	**Operational Decisions**

[1] Ammar Abu Hosh: Public Administration, Arab Organization for Administrative Sciences, Amman, 2010, pp. 180-181.

Organizational Problem Solving and Performance Control	Medium Term	Intermediate Management	**Tactical Decisions**
Determining the competitive position, seizing opportunities, setting goals and public policies	Long-term	Senior Management (Top of the Structure)	**Strategic Decisions**

8. The relationship between leadership and decision-making:

Decision-making is governed by key administrative functions (planning, organization, direction, and control), and decision formulations are subject to ethical and social responsibility influences. Prof. Dr. Shaiq Nnaji Jawad believes that there are four basic rules that must be observed and answered to determine the extent to which individuals are engaged in the decision-making process:

- Creating a gap between the current situation and the potential situation: Identify the underlying gaps and clarify the state of the thumb to avoid distraction and market loss.
- Decision-maker's alertness to the seriousness and role of each gap: Decision makers' interest in the potential benefits of discovering the feasibility of alternatives and solutions.
- Possessing financial and human resources and experience: Availability of capabilities and expertise that support the situation and enable to deal with the gap.
- Having a driving driver to deal with the gap: The presence of a motivator that drives the decision-maker to search for and choose the most appropriate solutions.

- Classification of decisions according to administrative capacity and response to situations:

The managerial leader's exceptional ability to make decisions at multiple levels and types is evident in the nature of the problem:

- Adaptive Adjustment Decisions: Options based on confronting unusual and mysterious issues and situations, and are classified as Change Management, to reconsider previous situations or administrative applications that no longer keep pace

with developments. They require prior planning and its results are numerous and varied.

- Regenerative (Innovation) Decisions: It deals with creative discoveries and innovations and explores ambiguous and complex situations that require creative thinking and insights. These decisions are made before the real problem arises to create radical, non-traditional solutions for the not-too-distant future, and are relied upon by learning organizations.
- Routine decisions: Recurring stereotypes that provide a response to specific, known, and uncomplicated issues, based on the consistency of rules and guidelines governing work and procedures.

Conclusion:

It is clear that administrative decision-making is an essential process in institutional work, which is related to the various administrative functions and the ability of the organization to face problems and achieve its goals. The decision is not limited to the selection process, but requires a set of stages, capabilities, and conditions that help to reach the most suitable alternative. There are also many types of decisions according to the level of the organization, the nature of the problem, and the degree of impact of the decision, which makes the ability to distinguish between them essential for administrative leaders. Successful decision-making depends on the availability of appropriate information, the ability to analyses alternatives, assess the results, assume responsibility, and consider the circumstances surrounding the decision. The close relationship between leadership and decision-making is highlighted by the fact that the leader is responsible for guiding the organization in situations that require choice, trade-off, and tolerance of results. Therefore, developing decision-making ability is an essential part of leadership competence, because an effective leader needs to combine the ability to influence employees with the ability to make realistic and informed decisions that respond to the requirements of the organization.

Perhaps the most important factor for the success of any organization depends primarily on the decisions made, and their effectiveness in addressing the issues raised on the one hand, and avoiding problems on the other hand, by understanding the feasibility of making decisions and making them well, while choosing the most appropriate methods to take them.

Lecture Thirteen: The Decision-Making Process

1. Elements and components of decision-making.

2. Patterns of the decision-making process.

3. Steps of decision-making processes.

Introduction:

The decision-making process is one of the fundamental processes in administrative work, as it allows the leadership to move from identifying problems and situations that require intervention to selecting, implementing, and following up on the appropriate alternatives. This process is not limited to the moment of final decision-making, but is preceded by a set of intellectual and organizational processes that help to build the decision, identify possible options, and evaluate their outcomes. Distinguishing between the different components, steps, and patterns of the decision-making process helps to understand how an organization moves from a problem to an appropriate solution.

The decision-making process is influenced by a range of factors, including the decision-maker, the problem or situation, the information available, possible alternatives, the expected outcomes, and the circumstances surrounding the decision. The decision-making process also varies according to the style followed by the leader, as he may be the sole decision-maker in some cases, or involve his staff when the nature of the problem requires the benefit of their expertise and knowledge. The choice of style is not related to a single factor, but is influenced by the nature of the decision, the time available, the level of experience of the employees and the degree of seriousness of the situation.

The decision-making process also requires interrelated steps, starting with identifying and analyzing the problem, gathering information and identifying possible alternatives, examining the advantages and consequences of each alternative, selecting the most appropriate alternative, and then moving on to implementation, follow-up and evaluation. Hence, the study of this process shows that the administrative decision is not a random result or a single moment, but rather the outcome of an organized process that requires thinking, analysis, trade-off, and the ability to bear the results.

1. Elements and components of decision-making.

The decision-making process includes a set of elements that stand out as follows:[1]

- **Decision Maker:** Whether he is an individual who is the mastermind of an institution or a group and has full authority under the law to make decisions within the organizational hierarchy at any administrative level of the organization.

[1] Fred Kortel and Ilham Bouazila, "Communication and Decision-Making," op. cit., pp. 154-155.

- **Subject of the decision:** The problem on which the decision is made in order to address and develop an appropriate solution.
- **Goals and Motivations: A** decision made is a behavior resulting from a specific motivation to satisfy a need, and this means that the goal of making the decision is to satisfy a need, which is the justification for making the decision, and the more important the need is satisfied, the more important the decision made.
- **Information and data:** In order to study the problem and clearly define its dimensions, it is necessary to collect information and data about it, whether this information is related to the past, present, or future, and this depends on the nature of the problem itself, and information and data are not only necessary before making a decision, but also after it is made, in order to ensure its implementation process and achieve the existing goals.
- **Forecasting:** It means predicting what the future will be, especially when the problem is related to future matters in which the decision maker needs information and data that are likely to happen in the future.
- **Alternatives:** Decision-making usually involves one news from the set of available alternatives, which represents a solution to the problem in which the decision will be made.
- **Constraints: The** decision-making process takes place within the constraints imposed by the surrounding environment on the decision maker, and it is inevitable for the decision maker to evaluate and study these constraints to avoid their negatives and benefit from their positives.[1]

2. Patterns of the decision-making process:

First: The Autocratic (Individual) Style in Administrative Decision-Making:

[1] Muhammad Al-Serafi, Administrative Decision and its Support Systems, 1st Edition, Dar Al-Fikr Al-Jami'a, 2007, p. 131.

This method is based on the administrative leader's monopoly on the authority to decide on decisions and choose what he deems appropriate according to his individual vision, without involving or consulting subordinates, while fully obliging them to implement these decisions.

The most prominent disadvantages and drawbacks of this style are:

- Over-reliance on authoritarian power to force workers to be precise and implement without allowing room for discussion or conviction of the decision.
- stifling people's entrepreneurial and innovative spirit, and typing automated routine behavior while performing tasks.
- The expansion of informal organizations within the organization as a result of their weak affiliation and loyalty to the management.
- The spread of dissent and exacerbation of organizational problems, such as high absenteeism, increased turnover, and low quality of performance in order to evade accountability.
- The inability to prepare new leadership cadres or uncover distinguished competencies.[1]

Second: The Democratic Style in Administrative Decision-Making:

This method is based on the principle of participation and voting, where decisions are made based on the opinion of the majority. In this pattern, the Director does not have to be responsible for the production of decisions, but any element of the system has the right to make proposals and contribute to the formulation of the decision.

Third: The Free (Lenient) Mode in Administrative Decision-Making:

In this style, the leader acts as an equal member of the team, setting the general boundaries of the goal and overall policies, while leaving the subordinates free to discuss, formulate solutions, and choose the decisions they deem appropriate.[2]

Fourth: The Ideal Style in Administrative Decision-Making:

[1] Salah Mahmoud Diab, Healthcare Services Administration, 1st Edition, Dar Al-Fikr, Amman, 2010, p. 14.

[2] Osama Khairy, Administrative Leadership, 1st Edition, Dar Al-Raya for Publishing and Distribution, Amman, 2013, p. 192.

This approach represents the optimal approach to leadership, as it seeks to maximize gains and benefits in exchange for minimizing the negatives and mistakes by reaching the goals in the most efficient way and at the lowest costs within the limits of available human and material resources.[1]

3. Steps of Decision-Making Processes:

The decision-making process in administrative activity is characterized by a lot of overlap and complexity, and this is what forced the decision maker to be rational, and this requires him to stay away from randomness and improvisation in decision-making. This can only be achieved by following certain steps, no matter how intertwined and intertwined they may be, even if researchers differ in the formulation of their forms, they are not out of the ordinary in their essence. They can be classified into several stages, and their participation in all organizations has been observed, although they differ in their order from one organization to another and from one perspective to another, according to the considerations that have been relied upon. These steps may also differ in their order between the scientific reality and what is theoretically stated about them, due to the different factors affecting the decision-making process that will be addressed in the points of this research. The following are the most important steps required for the decision-making process:

First: Determining the Purpose of Decision Making

Although it is not mentioned in most books as a step of decision-making, it is important that it should be included as a step in this research. It involves solving the problems facing the decision maker, regardless of his organizational level and whatever function he belongs to in the economic organization, or the development of programs, policies and procedures for the planning of a particular business. The problem may be related to human resources such as the selection or training of workers, or related to the development of administrative and organizational work, raising productivity or reducing project costs.

and These elements or objectives can be included in the goal that the organization wants to reach by making these decisions in each case and determining what needs to be accomplished by each party. During this step, too, the decision-maker is questioning what needs to be achieved, and the material and human resources needed to achieve this. The

[1] Najm Abdullah Al-Humaidi, Salwa Amin Al-Samarrai, Abdul Rahman Al-Obaid, Management Information Systems – A Contemporary Approach, Dar Wael Publishing, Amman, 2005, pp. 287-288.

manner in which the resolution implements the objectives of the resolution varies according to its type, and if they are mandatory objectives, it must implement them without deviating from the prescribed procedures. If it is optional, it is required to achieve the set goal regardless of the method used.[1]

Second: Identifying the real problem

The two steps of determining the goal of decision-making and identifying the real problem were included in most of the books that were relied on as part of a unified step, but the importance of the second in calculating the research results necessitated the need to separate it from the first without neglecting the importance of the latter.[2]

The most important point in identifying the real problem lies in separating it from its symptoms, because the symptom is evidence of the existence of the problem, but its solution does not mean a solution to it. Therefore, it is necessary to delve deeper into the problem to reach its origin in order to address it. This is confirmed by John Dewey when he said If "Formulating the question well, it means solving half of the problem, regardless of the integrity of the sporting aspect of it."[3]

The importance of identifying the real problem lies in determining the effectiveness of the next steps, and the soundness of the decisions that result from them. The decision-maker at this stage starts from discovering the problem, which depends on several factors, the most important of which is the time factor, i.e. the period allocated for this step, and it must not be long in order to reach the right solution to it. He then analyzes the problem based on its external phenomena, in addition to the previous experience of the decision maker, and his personal ability as a primary dimension to analyze it, and finally moves on to the accurate analysis of its dimensions.[4]

Third: Problem Analysis

[1] Zaki Mahmoud Hashim, Fundamentals of Management, Al-Silsil Publications, Kuwait, 2001, pp. 212–218.

[2] Ammar Bouhouche, Modern Trends in Management Science, National Book Foundation, Algeria, 1984, p. 161.

[3] Abdel Ghaffar Hanafi, Mohamed Farid Al-Sahn, Business Administration, University House, Alexandria, 1991, p. 166.

[4] Ali Al-Sharqawi, The Administrative Process – The Function of Managers, New University Publishing House, Alexandria, 2002, pp. 13-6.

This stage includes two connected parts: classifying the problem and compiling or providing information about it. The classification process means defining the responsibility for advisory and executive decision-making, i.e. knowing who the decision-makers, advisers and who should be communicated to them. This identification ensures effectiveness in decision-making, and this is only achieved if this classification aims to solve problems from the point of view of the enterprise as a whole, and does not aim to solve the urgent and partial problem at the expense of the general interest of the enterprise.[1]

The problem is then analyzed by breaking it down into its elements and then finding the causal relationship between those elements, where the main problem represents the result to be reached, which is expressed in the dependent variable (e.g., the introduction of a new commodity into the market), while its parts lie in the financial, pricing, and productivity elements that affect this outcome the so-called with independent variables. The processes of classification and analysis depend on the collection and analysis of information, the latter of which is a necessity of the decision-making process, and it is an auxiliary process to study the facts and determine their relationship and importance to the problem. Upon obtaining this information, the decision-maker is able to determine its relevance, validity and adequacy based on his or her experience in analyzing and detailing it.

One of the disadvantages of this stage is that the decision maker often obtains incomplete information, so he has two choices: either he takes the necessary measures to obtain additional information, or he is satisfied with this information, provided that he relies on the conclusion or measurement in his decisions to cover the lack of information, because what is worse than making decisions based on incomplete information is that it is made on incorrect grounds. This information and data can be aggregated by, among other means:[2]

- Study and analyze the records, files, and reports prepared by the organization's specialists.
- Statistics, research results, and studies conducted within the project or through specialized agencies.
- Informal methods based on managers' personal feedback on certain situations.

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[1] Ibid., p. 138

[2] Khalil Muhammad Hassan Al-Shammaa, Principles of Management – With a Focus on Business Administration, Dar Al-Masirah, Amman, p. 119.

- Conduct interviews and surveys with the organization's workers or clients.

The decision-maker's understanding of the real problem by relying on its identification, classification and analysis is a key factor in formulating alternative solutions to it.

Fourth: Searching for Alternatives

The way alternatives are developed varies depending on the way decisions are made, which can be collective, individual or participatory. Whatever the difference, agreement is the master of the situation, at least in the basic principles. This stage is to develop possible solutions to the specific problem. The decision-maker draws on his or her previous experience, i.e., by leveraging the successful elements of previous solutions to similar problems if the decisions are routine. Problems may be partially solved in this way, i.e. one part of the solution is derived from experience and the other part is from the present, and it is best to combine these two parts to get the integrated solution. If they are non-routine or unsalaried, they justify the importance of the creative thought factor in the group or the individual making the decision, according to the freedom available to put forward new ideas, provided that predictions about the results of each alternative are provided to enable accurate scientific comparison when studying them to choose the best alternative.

The importance of this stage makes the organization need all possible alternatives, but sometimes it encounters some limitations and obstacles that limit the freedom of action of the decision-maker, including:[1]

- **Time constraints:** The decision is limited to being taken at a specific time that should not be exceeded, which may prompt the decision maker to abandon alternatives that need a long period of time.
- **Financial constraints: The** decision-maker may have to reduce the number of alternatives offered to consider the financial circumstances of the organization, and may substitute a specific alternative, since its study and analysis requires more money than the organization can afford. Information systems eliminate this type of constraints because they can address a large number of alternatives without the need for additional funds.

[1] Muwaffaq Hadid Mohammed, Management – Principles, Theories and Functions, Dar Al-Hamid for Publishing and Distribution, Jordan, 2001, p. 129.

- **Other constraints:** such as those that can be imposed by the top management of the organization, the prevailing political systems, the economic conditions of the country, the technological capabilities of the organization, or their incompatibility with the interests and convictions of the workers. Under information systems, workers' problems can be eliminated through the training required by this type of system, and technologies that can reduce the size of the gap can be obtained.[1]

Fifth: Evaluating the Alternatives and Choosing the Best Alternative

This process is based on comparing the available alternatives in order to choose the one that achieves the most effective results. This chosen alternative can be an ideal and is a rare case, but most of the time the comparison is based on weighing the advantages and disadvantages of each alternative based on a critical and constructive analysis of it.[2] This selection is made according to auxiliary criteria, the content of which can be summarized as follows:[3]

- **Risk:** Assessment is made on the basis of this criterion by weighing the expected risks and rewards of each alternative. For example, if an analyst estimates the size of the project's expected profits and costs based on the information available to him, there must still be a margin of validity for these estimates, which is the risk factor.
- **Economics:** This criterion relates to the cost of putting the chosen alternative into practice, through which the alternative that achieves the greatest results is selected at the lowest possible costs.
- **Timing:** When decision-making requires speed to be effective, it is necessary to save time. If the ultimate goal of decision-making is other considerations that require precision and effort rather than speed, the timing factor becomes secondary when choosing the best alternative. The timing factor is one of the factors that is difficult to

[1] Thabet Abdel Rahman Idris, Business Administration – Theories , Models and Applications, University Press, Alexandria, 2005, p. 265.

[2] Jamil Ahmed Tawfik, Business Administration – A Functional Approach, University Press, Alexandria, 2000, p. 113.

[3] Ali Al-Sharqawi, The Administrative Process – The Function of Managers, New University Publishing House, Alexandria, 2002, pp. 136-142.

estimate, so it is often based on the personal judgment of the decision maker rather than on systematic analysis. It is important to note that time should not be added to the predetermined timing unless it results in the achievement of Better and more assured results.

- **Resources: The preferences of the** decision maker depend on the financial, human and other resources available to him. Since resources are often scarce, the manager must choose the alternative within his or her means or provide the necessary financial and human requirements. Human resources are one of the most important resources, and if an alternative is chosen that requires unavailable skills, it must be provided through training or employment, considering the cost and time.

In addition to the above criteria, the decision-maker relies on other criteria for which specific weights are set in order to make the choice between alternatives accurate (e.g., quality, warranty, maintenance, and packaging standards to compare the purchase of computers between several companies by comparing their weights and estimated totals).[1]

The process of choosing the best alternative is the peak of the decision-making process, so it is sometimes a difficult process for the decision maker at the senior management level, because the ultimate responsibility for choosing the satisfactory alternative lies with him, and he must consider the achievement of the Perfectionism Partial for each department or individual. The decision-maker may be hesitant due to risk or lack of information, and may be decisive in adverse circumstances.[2]

Sixth: Implementation of the Chosen Alternative

The decision-making process does not end with choosing the best alternative, but with turning the decision into effective action and implementing it in practice. The implementation is carried out by the efforts of the individuals who have been entrusted with the task after being informed of the expected actions and changes. It's not enough to simply report, but managers must motivate and encourage individuals by involving them in the development of alternatives to create a sense of ownership of the decision. This engagement process is

[1] Muhammad Qasim Al-Qaryouti, Principles of Management – Theory, Processes and Functions, 3rd Edition, Dar Wael Publishing, Amman, 2006, p. 313.

[2] Khalil Mohammed Hassan Al-Shammaa, Principles of Management – With a Focus on Business Administration, Dar Al-Masirah, Amman, pp. 119–121.

essential, as individuals at the lower levels are better able than senior management to understand operational difficulties in the field.[1]

Seventh: Assessing the Effectiveness of the Decision

This stage involves comparing the normative outcomes or predetermined goals with the results already reached to verify whether the decision made is a cure for the problem. The importance of the monitoring function is evident here, as the concerned authority decides whether the decision will succeed or reconsider it by amending it or adopting a new decision according to the size of the gap between the plan and the realized.[2]

The importance of each stage varies depending on the nature of the problem, the type of decision, and its importance to the organization, but all differences fall within a unified framework.[3] These steps can be summarized in Herbert Simon's Cluster Model of the Systems Approach (Herbert Simon) in four integrated stages:[4]

1) **Intelligence Stage: It involves analyzing the environment and researching the problem.**
2) **Design Phase: It is related to finding alternative solutions to a problem, developing and analyzing them.**
3) **Selection Stage: It means choosing the best alternative based on the chosen criterion.**
4) **Review Phase: It relates to the implementation, review, and evaluation of the chosen alternative.**

Decision-making according to systematic and systematic steps aims to give this process a scientific and objective character. The nature and multidimensionality of this

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[1] Muwaffaq Hadid Mohammed, Management – Principles, Theories andFunctions, Dar Al-Hamid for Publishing and Distribution, Jordan, 2001, p. 129.

[2] Thabet Abdel Rahman Idris, Business Administration – Theories, Models and Applications, University Press, Alexandria, 2005, p. 265.

[3] Hani Yousef Khashoggi, "The Administrative Decision-Making Process in the Public Sector in the Kingdom of Saudi Arabia (A Comparative Analytical Study)", Journal of King Abdulaziz University: Economics and Management, Riyadh, Vol. 3, 1990, p. 217.

[4] Raymond MacLeod, George Schell, Translation: Sorour Ali Ibrahim Sorour, Management Information Systems, Dar Al-Marrikh, Riyadh, 2006, p. 565

process require the concerted efforts of many entities and individuals within the organization to reach successful and effective decisions.

Conclusion:

It turns out that the decision-making process goes through a set of interconnected stages that aim to reach a decision that is more appropriate to the problem or situation the organization is facing. This process begins with identifying the problem, understanding its dimensions, gathering the necessary information and identifying possible alternatives, before evaluating them, selecting the appropriate alternative, implementing it, and following up on its results. The decision process also consists of key elements including the decision-maker, the problem, information, alternatives, and expected outcomes, which interact with each other and affect the quality of the final decision.

Decision-making styles vary depending on the degree of employee engagement, the nature of the situation, the time available, and the level of responsibility, making the choice of the right style part of the efficiency of managerial leadership. Thus, the effectiveness of the decision is not related to the final choice alone, but also to the soundness of the process from the identification of the problem to the evaluation of the results. This vision helps reduce random decisions, and enhances the organization's ability to deal with problems, capitalize on opportunities, and achieve its goals more systematically and effectively.

Lecture Fourteen: Theories and Methods of Decision-Making and its Obstacles

1. Decision-making methods.
2. Factors influencing decision-making.
3. Defects and Obstacles to Decision-Making.
4. Psychological aspects of decision-making.
5. Theories explaining the decision-making process.

Introduction:

Managerial decision-making is a complex process in which organizational, mental, and psychological aspects overlap, as the decision is not made in an ideal environment where complete information, sufficient time, and clear alternatives are always available. Therefore, managerial thought has been interested in studying the methods that can be used in decision-making, the factors that affect the selection of alternatives, and the obstacles that may limit access to the appropriate decision. Understanding the decision-making process also requires looking at the human aspect of it, because the leader or decision-maker does not deal with information automatically, but is influenced by his experiences, perceptions, motivations, and ability to take risks and pressures.

Decision-making styles vary depending on the nature of the problem and the circumstances surrounding it, and the decision maker may rely on logical analysis and available information, or use personal experience and discretion when information is limited or time is tight. Decisions are also influenced by internal factors related to the capabilities of the decision-maker and the structure of the institution, as well as external factors related to the economic, social, political and organizational environment.

In contrast, the decision-making process faces a range of disadvantages and constraints, such as lack of information, lack of time, multiplicity of alternatives, fear of responsibility, hesitation, and personal biases. Hence, various theories emerged that tried to explain how decisions are made, the limits facing those who make them, and determine the extent to which rational decision can be reached in practice. The study of these aspects allows for a more comprehensive perception of the nature of the management decision and the factors that control its quality and effectiveness.

1. Theories explaining the decision-making process

This element examines the set of theories or models related to management decision-making in the following:

First: The Modern Theory of Decision-Making

Scientists, researchers, and those interested in management science consider that any development or reform of management is related to the extent of success in making possible decisions, and therefore the interest in rationalizing and updating the decision-making process becomes its interest in the development of the administrative process, as the pioneers of behavioral thought emphasized in their writings the importance of the

surrounding environment (political, social, economic, technological... etc.), and the obstacles with decisions and the way they are made.

One of the pioneers of this thought is Herbert Simon, who believes that behavior is the result of the decision-making processes that take place in the organization, and therefore understanding and predicting that behavior requires studying how decisions are made and knowing the indicators that determine them. Simon divided the images of adulthood in decisions into six types:[1]

1) Objectively rational decision: It is the right decision that aims to maximize a certain value in a given situation.
2) Subjectively rational decision: This is the decision that maximizes the way in which a particular value is arrived at within the framework of knowledge and information.
3) Conscious Rational Decision: This is a decision that is based on a conscious process of adapting the means to suit the desired goals.
4) Deliberately rational decision: A decision that is based on a deliberate process of making the means fit for the ends.
5) Organizationally rational decision: This is the decision that maximizes the goals of the organization.
6) Personally, rational decision: A decision that is fully directed to achieve the personal goals of the decision-making manager.

In this context, Simon considered that managerial wisdom or rational decision is that decision that combines the qualities of organizational wisdom and personal wisdom, considering that the decision-making manager is a person who occupies an official administrative position within the organization, and therefore he must balance his personal goals with the goals of the organization in which he works. This results in regulatory decisions that are influenced by a combination of the following factors:

1. Personality factors related to individual behavior, goals, attitudes, and value system.
2. Impersonal organizational factors associated with the organization and its structure.[2]

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[1] Khalil Muhammad Al-Azzawi, "Administrative Decision Making Management", Dar Al-Kunooz Al-Ma'arifa for Publishing and Distribution, Jordan, 1st edition, 2006, pp. 103-104.

[2] Abdel Razzaq Ben Habib, "The Economy and Management of the Institution", Diwan of University Publications, Ben Aknoun, Algeria, p. 126.

Second: Chester Barnard's Theory

He is considered the author of the school of social order because he analyzed the organizational entity logically, using sociological concepts over management, and he viewed the organization as "a formal system of a group of coordinated efforts or forces of one or more personalities." He viewed the informal aspect as a collaborative system for achieving goals, and he wrote the book "The Functions of the CEO," in which he focuses on psychological, social, and ethical factors and their important role in management. In this book, he focused on the behavioral aspects of organization to a degree that exceeded the formal aspects, as he focused on the element of system and the element of individuals as the two main axes of organization, and considered that an organization exists when it is characterized by the following qualities:[1]

- Ability to communicate between individuals working in the organization.
- The willingness to participate in the completion of the work for these individuals without pressure or coercion.
- The goal should be the willingness to participate to accomplish the work in order to achieve common goals.

On the other hand, informal organizations are considered important for the following reasons:

- Informal organization is a hub for information that does not reach formal organizations and a means of mutual communication.
- A reason for cohesion and cohesion between the members of the organization and their cooperation to achieve the goals of the organization.
- A means of protecting the dignity of individuals from the effects of the organization.

He identified the motivations for the work as follows:

- Financial Motivation: It includes salaries and financial benefits.
- Natural Work Climate: It includes organizational relationships and working conditions.
- Fame, Excellence and Power.
- Ideal principles: such as work dignity and a sense of efficiency.

The concept of authority is defined as: the subordinate's acceptance of the authority of the person who issues the order or the acceptance of the decision. He also differentiated

[1] Fred Kortel Elham Boughlaita, "Communication and Decision-Making", op. cit., pp. 184-185.

between individual and organizational behavior, with Bernard arguing that the former is characterized by membership and the latter based on rationality and intention. He also differentiated between a personal decision and an organizational decision, and considered that a personal decision is a decision to contribute to the work of the organization and is not delegated, while the organizational decision is a process that strips the decision of its personal qualities because it is part of the organizational work, and accordingly, Bernard identified three types of decisions:

1. Descending decisions: These are decisions that come from higher levels in the organization in the form of orders.
2. Progressive Decisions: These are decisions that emanate from the lower levels and raise the responsibility by making the final decision on them, and are called exceptional cases.
3. Decisions resulting from the swap and the personal initiative of the administrator.

Third: Carnegie School

It is a school of thought in decision-making, and its famous pioneers include Herbert Simon and James J. March and Richard Sairet, professors of management at Carnegie Mellon University, USA. The ideas of the Carnegie School are an extension of Simon's ideas, as they are based on the fruit of his book Managerial Behavior, and the pioneers of these schools focused on the decision and participation of the individual member of the organization, saying: If the degree of meeting an individual's expectations is equal to the percentage of his contribution to the organization, it leads to job satisfaction, but if it is less than his contribution to the organization, it leads to job dissatisfaction.

- Herbert Simon's ideas in the field of decision-making: Herbert Simon considered that decision-making is management and that the administrative process does not go beyond being the decision-making process, and considered that management is decision-making, as it results in three policies:

1. A legislative policy based on the values and ethics of public administration.
2. Administrative policies that are general, comprehensive, and open to change.
3. Practical and operational policies, most of which are provisions, laws and instructions that define the authority of subordinates.

- Simon's partial idealist theory: Simon believes that the decision-making process at any managerial level consists of three stages:[1]

1. Research and Reconnaissance Phase: It is the process of searching for appropriate situations for decision-making.

2. Design Phase: It is the process of finding different or potential alternatives to work to address these situations.

3. Selection Stage: It is the process of selecting the alternatives that are most likely to succeed in achieving the goals.

One of the basic concepts of the theory is that the decision-maker is influenced by human factors related to his behavior and attitudes, the proposed alternatives, and the effects and results of each alternative.

- Elements of Simon's theory of organization and managerial behavior: Simon presented his theory of organization and managerial behavior as a study of the decision-making process in administrative organizations, and its most important elements are:

- Behind all types of administrative work is a selection and determination.
- Decision-making encompasses the entire administrative organization as much as it generalizes the actual performance of the business.
- The members of the organization are divided into two categories: the executives who perform the work and implement the decisions and the categories of decision makers.
- The process of selecting alternatives is the job of decision makers.
- Focus and pay attention to the implementers because they are the reason for the success or failure of the organization.
- The decision-making process is always a search for the middle ground where there is no alternative that can fully achieve the goals.
- The importance of spreading a pyramid of power that progresses from the top to the bottom.

- Simon categorized decisions into two types:

1. Programmed decisions: These are simple routines that are repetitive, their conditions are fixed, and they are usually taken by the lower management and in which traditional methods are used.

[1] Khalil Muhammad Al-Azzawi, "Administrative Decision Making Department", ibid., pp. 105-106.

2. Non-programmed decisions: They are characterized by being ambiguous and future because they are related to problems of a non-recurring and unfamiliar nature, and their circumstances are changing and require great mental effort, thinking and creativity, as modern methods such as written programs and operations research are used, and these decisions are usually made by the senior management.

Fourth: Charles Lindblom

Denblom criticized the traditional rational model, arguing that the scientific method of decision-making, which assumes complete rationality, is unrealistic, and offered us the gradual approach (incremental approach) in which the decision-making manager emphasizes only the current policies of trying to thoroughly survey and evaluate all principles, consider a few alternatives, evaluate a limited number of them, redefine that problem and find gradual decisions to solve the problem.[1]

Fifth: Amtiai Azzoni

The author of the mixed survey model, where it provides a realistic description of the strategy used by the decision-making manager in various areas of the strategy of the effective manager of atheism and commentary, so this model combines rational and gradual strategy and gives flexibility in reviewing the decision at any stage of decision-making.[2]

Sixth: The Behavioral Model in the General Organization:

- Stage I: Building the model by gathering information.
- Stage Two: Choosing the model through a process of comparing the predicted set of events with the set of events that actually occur.[3]

2. Decision-making methods:

There are a number of methods that can be employed in the decision-making process in organizations, and they vary between descriptive (non-quantitative) and quantitative methods:

First: Descriptive (Non-Quantitative) Methods

[1] Khalil Muhammad Al-Azzawi, "Administrative Decision Making Management", ibid., p. 110.

[2] Nawaf Kanaan, "Administrative Decision Making, Between Theory and Practice", ibid., p. 224.

[3] Ahmed Mohamed Ghoneim, "Business Administration", Modern Library, Mansoura, 2001-2002, p. 140.

These methods rely on thinking, experience, and behavioral analysis rather than statistical numbers and equations.

1- Trial and Error Method: It relies on the experience of the manager or decision maker, and is used when the new situation is not much different from the previous one, which makes the ideas known and the costs are lower. Some managers prefer previous experience as the best basis for decision-making, and it is useful in making simple decisions based on ordinary logic.[1]

- Disadvantages of the method:

- Not suitable for complex problems and topics.
- The possibility that the new positions will be different from the previous positions that the manager has benefited from.
- Lack of objectivity at times due to the lack of an orderly and specific approach on the part of the decision-maker to address the problem.

- Causes of prevalence and continuity:

- In line with the requirements for quick and simple decision-making.
- Some managers are not aware of modern and other methods of decision-making.
- There are a lot of management situations that are difficult to translate into a quantitative form.
- Experience and intuitiveness overlap in one way or another when deciding.

2- Brainstorming method: It is suitable for making creative decisions and solving thorny problems or new technological developments that the manager does not have enough information or experience about. It relies on gathering a large number of specialists and stimulating their minds to come up with new alternatives and solutions, and requires providing complete freedom for participants to put forward their ideas without suppression, criticism, or analysis until they are completely finished presenting them.

3. Group discussion of the problem: The director resorts to consulting a committee, council, or conference to discuss the issue of the problem and benefit from the diversity of opinions and ideas in decision-making and the preparation of the final report.

- Advantages: It contributes to the renewal of decisions and increases their rationality by reaching compromises and acceptable solutions.

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[1] Ahmed Mohamed Khader: Management and Organization, Egyptian Renaissance Library, Cairo, 2007, pp. 135-136.

- Disadvantages: They take longer in discussions, and you run the risk of some members being bullied or imposing their opinions rather than focusing on solving the problem.[1]

Second: Quantitative Methods

Interest in statistics and operations research has increased because most decisions are made under conditions of risk, uncertainty, or competition and conflict. Statistical theory (especially probabilities and projections) provides tools for predicting and approximating the uncertain future to the manager to facilitate choice.[2]

- The most prominent quantitative and statistical methods:

- Decision Tree: To represent the path of decisions and graphical probabilities.
- Linear programming: To optimize the distribution of limited resources.
- Business Networks and Critical Path (PERT/CPM): For project planning, management, and scheduling.
- Break-even analysis: To see the point where revenue equalizes costs.
- Weighted weights: To evaluate multiple alternatives according to weighted criteria.
- Administrative Matches (Game Theory): To deal with competition and conflict decisions.
- Inventory models: to control storage levels, ordering costs, and storage.

- Evaluation of quantitative methods: Quantitative methods are criticized for their inadequacy in the face of situations related to human behavior and personal factors, so decision-making requires a combination of quantitative methods and creative thinking based on the skill and intelligence of the manager and the help of specialized experts. The success of the patterns is judged according to the nature of the situation and the available decision support system.[3]

3. Factors Affecting Decision-Making:

[1] Amin Saati: Public Administration, Dar Al-Marrikh, Riyadh, 2006, pp. 321-322.

[2] Amin Abdel Aziz Hassan: Business Administration and the Challenges of the Twentieth Century, Dar Al-Fikr Al-Arabi, Cairo, 2005, pp. 158-160.

[3] Aida Khattab: Public Administration, Ain Shams Library, Cairo, 2006, pp. 175-176.

The decision-making process is a fundamental and pivotal pillar in managerial performance, due to the nature of renewed and dynamic activity that is subject to constant change. This process is closely linked to all human, organizational, physical and environmental means. From this perspective, decision-makers in organizations seek to use competent and qualified human resources with comprehensive knowledge of the dimensions of decisions, while following appropriate methodologies for each obstacle or problem faced by the organization, in order to reach accurate data and information that guides the decision process.

This information is derived from within the institutional environment or from the external environment, as environmental conditions may be in the organization's favor and effectively exploit them, or it may involve threats that require caution and caution through a comprehensive survey based on efficient communication channels, whether formal or informal. In the absence or low quality of these data, they become obstacles that negatively affect the soundness of decisions that achieve the goals, and their degree of seriousness varies according to the organization's resilience and its ability to overcome crises or reduce their damage.[1]

First: Internal Factors

These are those variables that fall within the scope of the organization's organizational boundaries, which allows them to be directed and controlled to varying degrees, and they vary as follows:

- The organization's policy, size, and organizational structure: Organizational strategies vary according to their main objectives; they may aim to maximize profitability, expand their market share, or reduce expenses. No matter how diverse the goals, managers are prohibited from making decisions that conflict with the general direction of the organization, even if they seem to be partially feasible.[2] The size and pace of an organization are also essential influences, as the size of the organization, the more complex its environment and the number of its employees and customers increases, the adoption of advanced tools and techniques

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[1] Hani Yousef Khashoggi, "The Administrative Decision-Making Process in the Public Sector in the Kingdom of Saudi Arabia (A Comparative Analytical Study)", Journal of King Abdulaziz University: Economics and Management, Riyadh, Vol. 3, 1990, p. 224.

[2] Rifaat Al-Faouri, "Analysis of the Causes of Error in Decision-Making in Jordanian Commercial Banks – An Exploratory Study Using Path Analysis", Yarmouk University, Jordan, p. 121.

for decision-making has been obliged. As [1] for the organizational structure, its effectiveness varies according to the management style and the information systems adopted, and the decision may reach its peak effectiveness under the central or decentralized structure, or through a combination between the two, and the impact of this increases as the size of the organization increases.[2] These factors become development obstacles if the organization is unable to keep pace with modern transformations and needs.

- Capabilities and financial resources: The decision-making process is sometimes described as an "administrative trap", due to the overlapping economic and psychological dimensions of officials, as some tend to justify the correctness of their choices without paying attention to the runaway or sunken costs. When a manager tries to use the available resources as a refuge to overcome the crisis, it may deprive the organization of making more quality and efficient decisions.10 Therefore, it is assumed that material resources should be used rationally and rationally, without losing sight of the organization's ultimate goal. This factor has become increasingly important today as a result of the high consequences of decision errors and their negative effects on the organization's entity.

- Abundance of data and information: The abundance of information is a key pillar to reach a successful decision, as effectiveness does not depend only on the volume of data, but also on its accuracy, timing, and linking it to contemporary technology, which has become a prerequisite for the success of the organization and avoiding failure.[3] The quality of information reflects positively on reducing costs, investing time and avoiding wrong decisions that could lead to internal conflicts.[4] Accordingly, the quality of the decision is clearly related to the quality of the informational material, but the use of technology itself does not guarantee absolute positive results, but rather requires awareness of its side effects and the reduction of its negatives.[5]

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[1] Thabet Abdel Rahman Idris, Business Administration – Theories, Models and Applications, University House, Alexandria, 2005, p. 273.

[2] Rifaat Al-Faouri, "Analysis of the Causes of Error in Decision-Making in Jordanian Commercial Banks – An Exploratory Study Using Path Analysis", Yarmouk University, Jordan, p. 121.

[3] Thabet Abd al-Rahman Idris, Business Administration – Theories, Models and Applications, op. cit., p. 274

[4] Rifaat Al-Faouri, "Analysis of the Causes of Error in Decision-Making in Jordanian Commercial Banks – An Exploratory Study Using Path Analysis", Yarmouk University, Jordan, p. 121.

[5] Ali Al-Sharif, Mohamed Farid Al-Sahn, The Economics of Management – The Approach of Decisions, University House, Cairo, 1988, pp. 12-13.

- The quality of the available human resources: This factor is related to the administrative leaders, their assistants, and all the employees affected by the decision, as the manager's influence stems from his level of focus, his knowledge balance, his vision of the surrounding changes, and the extent to which he is receptive to innovation. As for subordinates, their performance is controlled by several factors, such as their psychological and social stability, which are aspects that the organization can positively influence through incentives, rewards, and their involvement in decision formulation and training. This is even more important if decisions adopt complex techniques that require qualified cadres and the provision Sufficient numbers of implementers while ensuring that they are convinced of the decisions taken.[1] This environment, provided that it exists, contributes to raising the efficiency of the decision, while its absence constitutes a major obstacle to its success. Internal variables are not limited to the aforementioned points only, but include several other factors such as the type of problem to be solved, the nature and importance of the decision, the time available and the efficiency of the information system being exploited.

Second: External Factors

The external environment of an organization contains a range of opportunities and challenges, and external threats are the most influential in the quality of decisions due to the organization's inability to fully control them. These conditions are political fluctuations, social disruptions, or economic pressures such as intense competition and monopolistic practices, as well as rapid technological developments. In such cases, the establishment must rely on scientific forecasting and appropriate ways to avoid such circumstances in order to ensure the preservation of the effectiveness and effectiveness of the decision.[2]

4. Disadvantages and Obstacles to Decision-Making:

There are many difficulties and challenges facing the administrative decision-making process, due to the existence of complex problems, some of which are related to the

[1] Thabet Abd al-Rahman Idris, Business Administration – Theories, Models and Applications, op. cit., p. 213.

[2] Emad Abdel Wahab Al-Sabbagh, Information Systems – Their Essence and Components, Dar Al-Thaqafa, Amman, 2004, p. 11.

decision-maker himself, and some of which are related to the environment around him, whether internal or external. The most important of these obstacles are the following:

- External pressures on the administrative decision maker: Multiple external pressures are exerted on the decision-maker to force him to prefer specific solutions and achieve certain goals, without paying attention to the organizational standards and other aspects to be considered during the preparation and formulation of the decision.[1]

- Hesitation and fear of issuing a decision: The administrative leader may feel hesitant and confused when starting to choose a specific solution to the issues raised, due to several reasons, most notably:[2]

- Difficulty in accurately defining the desired goals and objectives or diagnosing the root of the problem.
- The inability to accurately identify and anticipate the repercussions and potential consequences of the available alternatives.
- Lack of clarity on the limits of the powers and responsibilities granted and their exercise in an unsatisfactory manner.
- The intensity of the control and the multiplicity of inspection agencies and methods that monitor administrative behavior, which generates feelings of fear, suspicion and negativity among the official.

- The decision maker's inability to be familiar with all possible solutions: which often leads him to adopt alternative options that are less quality and useful than the rest of the available solutions.[3]

- Lack of information necessary for decision-making: The quality and effectiveness of administrative decisions are mainly related to the efficiency and accuracy of the information adopted. However, the majority of departments encounter a lack of the necessary data, or their lack of up-to-date and accurate data, as well as their lack of modern scientific tools to collect, process and coordinate data.[4]

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[1] Salim Boutros Jalda, Methods of Effective Administrative Decision-Making, 1st Edition, Dar Al-Raya for Publishing and Distribution, Amman, 2008, p. 44.

[2] Nawaf Kanaan, Administrative Decision Making, Jordan University Faculty of Law, Amman, 1998.

[3] Amer Al-Kubaisi, "Administrative Obstacles in Developing Countries and the Way to Solve Them", Journal of Administrative Sciences, No. 3, 1972, p. 123.

[4] Ammar Awabedi, The Theory of Administrative Decisions between the Science of Public Administration and Administrative Law, op. cit., p. 81.

- Lack of harmony and interaction between the boss and subordinates: declining levels of trust and lack of coordination and joint cooperation.[1] This obstacle can be overcome by establishing specialized statistical units in institutions, and organizing academic conferences and seminars to discuss important topics and identify different perspectives, strengths and weaknesses in existing policies. The use of experts and university professors also contributes to the integration of practical applications with modern ideas to serve the goals of the organization.

- Lack of time to study and evaluate alternatives: This leads the decision-maker to rush and make decisions at reasonable times without evaluating their future results, which often leads to incorrect decisions.[2]

- Bureaucracy: The term bureaucracy is used as a critique of managerial behavior that aims to exempt management and place blame on employees. According to Harold Lasky, bureaucrats monopolize decision-making power based on their knowledge and technique, which limits the freedom of employees. Some leaders are reluctant to delegate authority to their assistants because of their lack of competence, or for fear that the delegation will diminish their status and prestige. Bureaucracy is also a manifestation of officials evading their obligations by taking negative attitudes toward the issues presented, citing memoranda Clarification, requests for additional data or a claim of lack of jurisdiction, and entering into office complications that confuse work to serve personal interests.[3]

In addition, decision-makers rely on the literal application of laws and regulations, and the official finds himself unable to amend or repeal them, which results in legal problems while the old texts remain inappropriate for modern developments. The difficulty is even more difficult when the administration resorts to partial solutions and restoration rather than replacing old rules, and it becomes a real obstacle. Therefore, procedures should be simplified and all relevant laws should be re-examined to reduce contradictions and contradictions, while formulating flexible legislation that enables the decision-maker to

[1] Rafida Al-Hariri, Educational Leadership Skills in Administrative Decision-Making, op. cit., p. 242.

[2] Khamis El-Sayed Ismail, "Administrative Leadership: A Comparative Theoretical Study", Journal of Administrative Sciences, No. 1, 1972, p. 131.

[3] Nawaf Kanaan, Administrative Decision Making, op. cit., p. 120

choose the appropriate solution based on the public interest, and avoid rigid implementation that perpetuates red tape and harms the rational administrative decision.[1]

- Misuse of human and material energies and misinterpretation of laws and instructions: This is represented in the absence of the principle of putting the right man in the right place, due to the lack of competencies, in addition to the arbitrariness and puritanism in interpreting legal texts and standing by their literal meanings without understanding the essential purposes and objectives.[2]

- The personal and psychological aspects of the decision maker: which are closely related to his psychological and health well-being, as well as his motivations, tendencies, and emotions.

- The philosophical, social and ethical values of the decision-maker: The attitudes of decision-makers vary between paying attention to the human aspects or siding with moral and spiritual values. Therefore, the right decision must be formulated within the boundaries of institutional goals, away from the individual's personal tendencies and whims.[3] The decision-making process is becoming more complex in light of the rapid social transformations in addition to several other influences, including:[4]

- The rapid increase in the aspirations and needs of citizens and the resulting problems in the housing, transportation, education, and health sectors.
- The difficulty of predicting the future and anticipating what the situation will be like at each stage of change.
- The difficulty of controlling the causes of change, foremost of which is the explosion of knowledge and technology, population growth, and the decline in keeping pace with financial and material resources.

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[1] Amer Al-Kubaisi, "Administrative Obstacles in Developing Countries and the Way to Solve Them", op. cit., p. 123.

[2] Rafida Al-Hariri, Educational Leadership Skills in Administrative Decision-Making, op. cit., p. 242.

[3] Fayez Hussein, Elements of Decision Making - The Psychology of Public Administration, Dar Osama, Jordan, 2008, p. 275.

[4] Rafida Al-Hariri, Educational Leadership Skills in Administrative Decision-Making, op. cit., p. 242.

- Improper methods and methods of selecting administrative leaders: Institutions need competent leaders who are prepared and selected according to solid principles,[1] but there are deficient methods that are followed in this field, including:[2]

- Assigning leadership positions to military figures who are unable to face complex crises in the stages of change or make the right decisions, due to the strong tendency towards centralization, the marginalization of consultation and haste in decision-making, which makes the decision-making process improvised and objective.
- Adopting selection criteria based on social behavior such as mediation, class, and association with family influence rather than the criterion of competence.
- Adopting a method based on the harmony between the professional specialization and the nature of the role practiced as a condition for ensuring success, such as choosing a doctor to manage a hospital, or a chemical engineer to manage a chemical plant, to ensure that the work is managed efficiently.

Based on the above, the problems resulting from leadership selection methods are directly reflected in the decision-making process, and the main way out lies in the careful selection of managerial leaders with leadership traits capable of achieving the organization's goals.

- Lack of interest in quantitative methods of decision-making: Leadership cadres are less interested in quantitative methods and analyses when making decisions, believing that they are useless or difficult to implement, which makes this an obstacle that limits the effectiveness of decision-making.

5. Psychological aspects of decision-making.

Managerial behavior is formed through the interaction between the personality of the manager as a psychological and social phenomenon and the nature of the work he performs, which leads to the difference in behavioral models from one manager to another in the same situation. Two main types of managers can be distinguished: a bold manager who strives for success and has the ability to take responsibility and take risks based on study and analysis, and in contrast to a manager who is risk-averse, risk-averse and has a managerial rigidity.

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[1] Khamis El-Sayed Ismail, "Administrative Leadership: A Comparative Theoretical Study", op. cit., p. 112.

[2] Nawaf Kanaan, Administrative Decision Making, op. cit., pp. 33-9.

The decision-making process is influenced by human factors because the choice of alternatives is the product of an interaction in which logical and illogical factors, objective and subjective, intertwine. These behavioral aspects are linked to four key factors that contribute to decision-making:

First: Conduct of the Director (Decision Maker):

A manager's personality and approach to work influence the decision through the following factors:

- Familiarity with various human knowledge.
- The ability to anticipate and understand the demands of the macro situation he is facing.
- Courage, courage and innovative ability that help to find the right solution to difficult problems and resolve matters.
- Ability to take responsibility and resist pressures from top and bottom.
- The manager's attitudes, values, ethics, and personal goals.
- Ability to balance the positive and negative aspects of available alternatives and predict their effects.
- The stability of the manager and his relations inside and outside the organization, his social status and his membership in professional associations or syndicates.

Second: The Behavior of the Assistants:

The director's decision is influenced by the conduct of his assistants and assistants by:

- Their way of thinking and the way they view topics.
- Exploiting the manager's tendencies and the extent to which they respond to him.
- Imposing informal directives on members of the organization in the mistaken belief that they reflect the manager's wishes.

Third: The Conduct of Counselors:

The role of consultants is limited to making proposals and recommendations without having procedural authority, which may create a kind of conflict in the relationship between managers and consultants that is reflected in decision-making.

Fourth: Subordinate Behavior:

The response of the decision is determined by the behavior of the subordinates and the extent to which they interact with the:

- Their willingness to take responsibility and understand the directions, their degree of loyalty and their commitment to the organization's goals.
- Their perceptions and attitudes about the problem and alternative solutions and the impact of this on the choice of an alternative.
- The degree of familiarity between the group members and their level of interdependence on each other.
- The extent to which they cooperate and persuade them of the chosen solution and the extent of their opposition or acceptance of the decisions.

Fifth: The Rationality and Importance of the Decision

A good decision means choosing the shortest path to the most beneficial goal. Rationality in decision is divided into two types:

- Self-mastery: It is achieved when an individual chooses the alternative that they believe is the shortest path to achieving the goal based on their personal information.
- Objective Rationality: It is achieved when the chosen alternative is indeed the shortest path based on evidence and conclusive proof, which is the goal pursued by distinguished groups of managers.

- The necessary conditions for achieving a rational and objective decision:

- Condition of Perfection of Knowledge (Knowledge): The decision maker must have full knowledge of all available alternative solutions and the consequences of each alternative.
- Perfection of judgment: There is a certain mechanism for arranging alternatives according to their importance, which enables the decision maker to choose the alternative that maximizes satisfaction.

- Limitations and challenges of applying the conditions of majority:

- Challenges of the Knowledge Perfection Condition: It is always difficult to achieve because of the linkage of decision-making to the future and the difficulty of identifying all alternatives and fully predicting their results at the time of decision-making.

- Challenges of the Perfection of Governance Clause: The objectives of an organization are formed by alliances between multiple parties (managers, workers, beneficiaries) whose interests differ, so the decision-making process actually seeks to achieve "minimum satisfaction" and sufficient quality rather than maximizing full satisfaction and quality.
- Full objectivity requires that the decision-maker have a high level of experience and a high degree of knowledge, and that the future be less uncertain.

- Obstacles and reasons for not touching the ideal rational decisions:

- Manager's lack of cognition.
- Lack of available information and inaccuracy.
- Tight time available for decision-making.
- Poor communication system efficiency and lack of timely access to information.
- The time limits available to the manager to decide.

These factors lead to decisions made by managers and individuals being rational to varying degrees and not entirely perfect.

Conclusion:

It turns out that the decision-making process is influenced by a wide range of factors, methods, and psychological and organizational aspects, making it a more complex process than simply choosing an alternative from several alternatives. Decision-making styles vary according to the nature of the problem, available information, time, resources, and level of risk, and the decision is influenced by the decision-makers characteristics, experience, and ability to analyze and deal with stress. A combination of constraints, such as lack of information, hesitation, bias, time constraints, and conflicts of interest, can weaken the quality of a decision and limit its effectiveness.

Theories explaining decision-making have also contributed to providing multiple perceptions of how individuals and leaders reach decisions, and have differed in their focus on complete rationality or the constraints imposed by human circumstances, information, and capabilities. The importance of psychological aspects is highlighted in the fact that administrative decisions are inseparable from the personality of the decision-maker, his perception, motivations, and risk assessments. Improving the decision-making process thus

requires a combination of appropriate methods, accurate information, objective analysis, and awareness of psychological and organizational factors and constraints that may affect judgment and choice.

Conclusion

Conclusion

At the conclusion of this publication, it is clear that leadership and decision-making represent two main axes in administrative and institutional work, as they have a direct impact on directing individuals, organizing resources, and achieving goals. Leadership is not limited to exercising formal authority, but is based on influencing, directing, motivating, and building relationships within the organization, while decision-making is linked to the leader's ability to deal with problems, choose appropriate alternatives, and determine directions to follow. Thus, the success of an organization is highly dependent on the ability of its leaders to combine leadership competence with the ability to make appropriate decisions.

The study of management leadership has shown that its concept has been continuously evolving, moving from focusing on the authority and personal qualities of the leader to paying attention to behavior, attitude, interaction, and leadership skills. Different theories and models have also contributed to expanding the understanding of leadership and explaining the factors that affect its effectiveness, and the leader has become required to possess a set of intellectual, human, technical, subjective, and organizational skills that enable him to deal with various situations.

The study also showed that the selection of administrative leaders is an important process that requires relying on objective criteria that consider competence, abilities, personal characteristics, and the requirements of the position. It is also important to choose the appropriate leadership style for the nature of the organization and the situation, because the effectiveness of leadership is not tied to a single style that can be applied in all circumstances.

Decision-making has turned out to be a structured process that involves identifying the problem, gathering information, identifying and evaluating alternatives, and then selecting, implementing and following up on the appropriate alternative. This process is also influenced by organizational, personal, and psychological factors, and may be faced with a range of obstacles that limit access to the appropriate decision. Therefore, the following conclusions can be drawn:

- Managerial leadership is a process based on influence, direction and motivation, and is not limited to formal authority.
- The concept of leadership has evolved from focusing on the qualities of a leader to paying attention to behavior, attitude, interaction, and skills.

Conclusion

- Leadership styles vary depending on the nature of the organization, employees, and organizational situations.
- Leadership skills are an important foundation to enable a leader to perform their jobs and deal with various problems.
- Leadership performs multiple functions that include planning, organizing, directing, coordinating, and supervising.
- Decision-making is one of the most important practices of a leader, and is directly related to the effectiveness of leadership.
- The decision-making process requires identifying and analyzing the problem, identifying and evaluating alternatives, and then selecting, implementing, and following up on the decision.

In the end, the success in accomplishing this work was thanks to God, as whatever was right in it came from God, and what was wrong in it was from myself, and I ask God that this work contributed to providing a clear vision about leadership and decision-making, and that it will help students and researchers to understand this subject and benefit from it in their academic studies.

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