COURSE GUIDE

POL 821
ADMINISTRATIVE AND MANAGEMENT THEORIES

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CONTENTS

INTRODUCTION

This course is very significant because it explored all the theories that are relevant in both administration and management. These theories help to explain administrative and management behaviors that are necessary in the study of administration and management.

COURSE DESCRIPTION

This course is designed to give students an in-depth understanding of Administrative and Management Theories. The course will discuss administrative and management theories such as Behavioural approach. Elton Mayo's Human relations approach and its criticisms; Scientific management theory and its criticisms; the classical theory and its criticisms; Max Weber's bureaucratic theory; the Systems Approach, Universal design theory, Situational design theory. Henri Fayol's principles of management - universal truths: Division of work, Authority, Discipline, Unity of command, Unity of direction, Subordination of individual interest, Remuneration, Centralization, Scalar chain, Order, Equity, Stability of tenure, Initiative, and Esprit de corps. Functions of managers: planning, organizing, commanding, coordinating, and controlling.

COURSE AIM AND OBJECTIVES

The general aim of this course is to explain administrative and management theories so that students can make use of them during their studies.

The specific objectives of the course are to:

1. Explain Human Relations Approach/ Elton Mayo's Human relations approach, scientific management theory as well as their criticisms.
2. Discuss the classical theory
3. Explain Henri Fayol's principles of management
4. Identify the functions of managers: planning, organizing, commanding, coordinating, and controlling.

WORKING THROUGH THE COURSE

To complete the course, you are required to read the study units and other related materials. You will also need to undertake practical exercises for which you need a pen, a note-book, and other materials that will be listed in this guide. The exercises are to aid you in understanding the concepts being presented. At the end of each unit, you will be required to submit written assignment for assessment purposes.

By the end of the course, you will be expected to write a final examination.

THE COURSE MATERIAL

In all of the courses, you will find the major components thus:

1) Course Guide
2) Study Units
3) Textbooks
4) Assignments

STUDY UNITS

There are 22 study units in this course. They are:

Module 1 Studies in Administrative and Management theories I

Unit 1 Behavioural approach to Management
Unit 2 Scope, Objectives and Characteristics of Behavioral Approach.
Unit 3 Human Relations Approach/ Elton Mayo's Human relations approach
Unit 4 Scientific management theory and its criticisms

Module 2 Studies in administrative and management theories II:

Unit 1 Classical theory
Unit 2 Max Weber's Bureaucratic theory
Unit 3 The Systems Approach.
Unit 4 Universal design theory
Unit 5 Situational design theory

Module 3 Henri Fayol's principles of management

Unit 1 Fayol's Principles of Management I (Division of Work and unity of Command)
Unit 2 Fayol's Principles of Management II (Authority, Discipline, Unity of Direction
Unit 3 Fayol's Principles of Management III (Subordination of Individual Interests, Remuneration, Centralization and Decentralization, Scalar Chain)
Unit 4 Fayol's Principles of Management IV (Order, Equity, Stability of tenure, Initiative and Esprit de Corps)

Module 4 functions of managers: planning, organizing, commanding, coordinating, and controlling.

Unit 1 Managerial Roles/ Planning Functions
Unit 2 Organizing
Unit 3 Commanding
Unit 4 Controlling
Unit 5 Coordination

Module 5 Motivational theories of administration and management

Unit 1 Contingency Management Theory
Unit 2 Theory X and Y
Unit 3 Expectancy Theory
Unit 4 Equity Theory

TEXTBOOKS AND REFERENCES

At the end of each unit, you will find a list of relevant reference materials which you may yourself wish to consult as the need arises, even though I have made efforts to provide you with the most important information you need to pass this course. However, I would encourage you, as a fourth year student to cultivate the habit of consulting as many relevant materials as you are able to within the time available to you. In particular, be sure to consult whatever material you are advised to consult before attempting any exercise.

COURSE OVERVIEW PRESENTATION SCHEME

There are 22 units in this course. You are to spend one week on each unit. One of the advantages of Open and Distance Learning (ODL) is that you can read and work through the designed course materials at your own pace, and at your own convenience. The course material replaces the lecturer that stands before you physically in the classroom.

All the units have similar features. Each unit begins with the introduction and ends with reference/suggestions for further readings.

Units	**Title of Work**	**Week Activity**	**Assignment (End-of-Unit)**
Course Guide			
Module 1	**Studies in administrative and management theories I**		
Unit 1	Behavioural approach to Management	Week 1	Assignment 1
Unit 2	Scope, Objectives and Characteristics of Behavioral Approach.	Week 2	Assignment 1
Unit 3	Human Relations Approach/ Elton Mayo's Human relations approach	Week 3	Assignment 1
Unit 4	Scientific management theory and its criticisms	Week 4	Assignment 1
Module 2	**Studies in administrative and management theories II**		
Unit 1	Classical theory and its Criticisms	Week 5	Assignment 1
Unit 2	Max Weber's Bureaucratic theory and definitions of Bureaucracy	Week 6	Assignment 1
Unit 3	The Systems Approach, its importance, advantages and disadvantages	Week 7	
Unit 4	Universal Design Theory	Week 8	Assignment 1
Unit 5	Situational Design Theory	Week 9	Assignment 1
Module 3	**Henri Fayol's principles of management –**		
Unit 1	Unit 1: Fayol's Principles of Management I (Division of Work and unity of Command)	Week 10	Assignment 1
Unit 2	Fayol's Principles of Management II (Authority, Discipline, Unity of Direction	Week 11	
Unit 3	Fayol's Principles of Management III (Subordination of Individual Interests, Remuneration, Centralization and Decentralization, Scalar Chain)	Week 12	

Unit 4	Fayol's Principles of Management IV (Order, Equity, Stability of tenure, Initiative and Esprit de Corps)	Week 13	
Module 4	**Functions of managers**		
Unit 1	Planning as a managerial function	Week 14	Assignment 1
Unit 2	Organizing as a managerial function	Week 15	Assignment 1
Unit 3	Commanding as a managerial function	Week 16	Assignment 1
Unit 4	Coordinating as a managerial function	Week 17	Assignment 1
Unit 5	Controlling as a managerial function	Week 17	Assignment 1
Module 5	**Motivational theories of administration and management**		
Unit 1	Contingency Management Theory	Week 19	Assignment 1
Unit 2	Theory X and Y	Week 20	Assignment 1
Unit 3	Expectancy Theory	Week 21	Assignment 1
Unit 4	Equity Theory	Week 22	Assignment 1
	Revision	Week 23	Assignment 1
	Examination	Week 24	Assignment 1
	Total	24 Weeks	

WHAT YOU WILL NEED IN THE COURSE

There will be some recommended texts at the end of each module that you are expected to purchase. Some of these texts will be available to you in libraries across the country. In addition, your computer proficiency skill will be useful to you in accessing internet materials that pertain to this course. It is crucial that you create time to study these texts diligently and religiously.

TUTORS AND TUTORIALS

The course provides Twenty Two (22) hours of tutorials in support of the course. You will be notified of the dates and locations of these tutorials, together with the name and phone number of your tutor as soon as you are allocated a tutorial group. Your tutor will mark and comment on your assignments, and watch you as you progress in the course. Send in your tutor-marked assignments promptly, and ensure you contact your tutor on any difficulty with your self-assessment exercise, tutor-marked assignment, and the grading of an assignment. Kindly note that your attendance and contributions to discussions as well as sample questions are to be taken seriously by you as they will aid your overall performance in the course.

ASSESSMENT EXERCISES

There are two aspects to the assessment of this course. First is the Tutor-Marked Assignments; second is a written examination. In handling these assignments, you are expected to apply the information, knowledge and experience acquired during the course. The tutor-marked assignments are now being done online. Ensure that you register all your courses so that you can have easy access to the online assignments. Your score in the online assignments will account for 30 per cent of your total coursework. At the end of the course, you will need to sit for a final examination. This examination will account for the other 70 per cent of your total course mark.

TUTOR-MARKED ASSIGNMENTS (TMAs)

Usually, there are four online tutor-marked assignments in this course. Each assignment will be marked over ten percent. The best three (that is the highest three of the 10 marks) will be counted. This implies that the total mark for the best three assignments will constitute 30% of your total course work. You will be able to complete your online assignments successfully from the information and materials contained in your references, reading and study units.

FINAL EXAMINATION AND GRADING

The final examination for Administrative and Management Theories **POL 821** will be of three hours duration and have a value of 70% of the total course grade. The examination will consist of multiple choice and fill-in-the-gaps questions which will reflect the practice exercises and tutor-marked assignments you have previously encountered. All areas of the course will be assessed. It is important that you use adequate time to revise the entire course. You may find it useful to review your tutor-marked assignments before the examination. The final examination covers information from all aspects of the course.

HOW TO GET THE MOST FROM THIS COURSE

1. There are 13 units in this course. You are to spend one week in each unit. In distance learning, the study units replace the university lecture. This is one of the great advantages of distance learning; you can read and work through specially designed study materials at your own pace, and at a time and place that suites you best. Think of it as reading the lecture instead of listening to the lecturer. In the same way a lecturer might give you some reading to do. The study units tell you when to read and which are your text materials or recommended books. You are provided exercises to do at appropriate points, just as a lecturer might give you in a class exercise.
2. Each of the study units follows a common format. The first item is an introduction to the subject matter of the unit, and how a particular unit is integrated with other units and the course as a whole. Next to this is a set of learning objectives. These objectives let you know what you should be able to do, by the time you have completed the unit. These learning objectives are meant to guide your study. The moment a unit is finished, you must go back and check whether you have achieved the objectives. If this is made a habit, then you will significantly improve your chance of passing the course.
3. The main body of the unit guides you through the required reading from other sources. This will usually be either from your reference or from a reading section.
4. The following is a practical strategy for working through the course. If you run into any trouble, telephone your tutor or visit the study centre nearest to you. Remember that your tutor's job is to help you. When you need assistance, do not hesitate to call and ask your tutor to provide it.
5. Read this course guide thoroughly. It is your first assignment.
6. Organise a study schedule - Design a 'Course Overview' to guide you through the course. Note the time you are expected to spend on each unit and how the assignments relate to the units.
7. Important information; e.g. details of your tutorials and the date of the first day of the semester is available at the study centre.
8. You need to gather all the information into one place, such as your diary or a wall calendar. Whatever method you choose to use, you should decide on and write in your own dates and schedule of work for each unit.
9. Once you have created your own study schedule, do everything to stay faithful to it.
10. The major reason that students fail is that they get behind in their coursework. If you get into difficulties with your schedule, please

let your tutor or course coordinator know before it is too late for help.

11. Turn to Unit 1, and read the introduction and the objectives for the unit.
12. Assemble the study materials. You will need your references for the unit you are studying at any point in time.
13. As you work through the unit, you will know what sources to consult for further information.
14. Visit your study centre whenever you need up-to-date information.
15. Well before the relevant online TMA due dates, visit your study centre for relevant information and updates. Keep in mind that you will learn a lot by doing the assignment carefully. They have been designed to help you meet the objectives of the course and, therefore, will help you pass the examination.
16. Review the objectives for each study unit to confirm that you have achieved them. If you feel unsure about any of the objectives, review the study materials or consult your tutor. When you are confident that you have achieved a unit's objectives, you can start on the next unit. Proceed unit by unit through the course and try to space your study so that you can keep yourself on schedule.
17. After completing the last unit, review the course and prepare yourself for the final examination. Check that you have achieved the unit objectives (listed at the beginning of each unit) and the course objectives (listed in the course guide).

CONCLUSION

This is a theoretical as well as empirical course and so, you will get the best out of it if you can read wide, listen to as well as examine relevant theories that are applied in administration and management.

SUMMARY

This Course Guide has been designed to furnish you with the information you need for a fruitful experience in the course. In the final analysis, how much you get from it depends on how much you put into it in terms of learning time, effort and planning.

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MAIN COURSE

CONTENTS **PAGE**

MODULE 1 STUDIES IN ADMINISTRATIVE AND MANAGEMENT THEORIES I

In this module the discussion will concentrate on Behavioural approach to Management, Human Relations Approach/ Elton Mayo's Human relations approach as well as scientific management theory

You are advice to study each of the unit carefully as you are expected to answer some questions to evaluate your understanding on the various issues as discussed. Possible answers to the questions are provided under each of the unit accordingly.

UNIT 1 BEHAVIOURAL APPROACH TO MANAGEMENT

Unit Structure

1.1 Introduction

This unit discusses the behavioral approach human relations approach/ Elton Mayo's human relations approach as well as Scientific management theory and its criticisms and

1.2 Learning Outcomes

By the end of this Unit, you will be able to:

- Discuss the behavioural approach
- Discuss Behavioural Approach in Administrative and Management science
- Identify Contributors to the theory
- Explain the Scope of Behavioural Approach
- Discuss the objectives of Behavioral Approach
- State the Characteristics of Behavioral Approach
- Explain the features of Behavioural Approach

1.4 Behavioural Approach.

The approach is ascribed to the work of B. F. Skinner, John B. Watson, and Ivan Pavlov (1849–1936). (1904-1990). Skinner was responsible for making the approach more widely used today. The strategy asserts that because all human behavior is taught, it can be undone and replaced by new behaviors. The observable and quantifiable characteristics of human behavior are the main focus of behaviorism. As a result, learnt habits may be undone when they become undesirable. According to behaviorism, children's development is a continuous process in which they mostly play a passive part. It is also a broad strategy that is used in both therapeutic and educational contexts, among others.

Behaviorists believe that only the things we can see and observe are genuine, or at the very least are things that merit investigation. We can see how individuals act, respond, and behave but we cannot see the mind, the id, or the unconscious. Although the minds and the brains may be inferred from behavior, they are not the investigation's main objective. The study's focus is on what individuals do, not what they think or feel. In the same way, behaviorists do not try to explain the origins of deviant behavior by looking at the mind or the brain. He makes the assumption that the conduct is an example of certain learned habits, and he investigates how these habits are acquired (Bustamante et al., 2004).

The subject of study is usually behavior. Since the mind and its more esoteric counterparts, such as the psyche and soul, are not of concern to behaviorists, it is possible to draw conclusions about the factors that support and perpetuate human behavior from the study of animal conduct. The behavioral approach has a fairly solid basis thanks to animal studies. The factors behind the conduct of both healthy people and those who have issues that may be classified as "mental illness" are of interest to behavioral researchers. The behavioral approach is often utilized to treat a broad range of presenting issues when it comes to mental illness.

Treatment of behavioral disorders and impulse control disorders, such as excessive drinking, obesity, or sexual issues, may be where it is most successful. Behavioral techniques have sometimes proven beneficial in the management of more severe mental diseases like schizophrenia and may be highly useful in the therapy of anxiety.

Although behaviorism, which stresses overt, objective behavior, is used to research personality in behavioral personality theory, theorists in this field also take into account cognitive processes and investigate specific learning methods, such as watching others in a social environment. People may acquire a variety of emotional reactions by using classical conditioning, operant conditioning (instrumental learning), and observational learning techniques.

Based on the fundamental ideas of learning theory, John Dollard and Neal Miller proposed that rewarded behaviors tend to be repeated and ultimately constitute a stable collection of behaviors that make up personality. According to Alfred Bandura, we learn a lot about ourselves and the world around us by watching how others behave and utilizing that conduct as a basis for our own behavior. According to Bandura, learning includes cognitive representation and reorganization in addition to links between inputs and responses. For instance, a young kid who observes that lying is frowned upon and dishonesty is rewarded chooses to emulate honest conduct (rearrangement). He coined the word "self-efficacy" to refer to a person's confidence in their capacity to carry out a certain activity effectively. A person who has a high feeling of self-efficacy might feel liberated to choose, attempt, and carry out activities that lead to desired results. People with high levels of self-efficacy are more inclined to credit their success to themselves rather than luck or other people, and they are also more likely to continue choosing and controlling the conditions of their life. Self-efficacy is built on sentiments of self-worth.

1.2.1 Behavioral Approach in Administrative and Management science

Professors Elton Mayo and Mary Parker Follet, together with Douglas McGregor, Kurt Lewin, Chester Barnard, Abraham Maslow, and George Romans, were early proponents of behavioral theory in the field of interpersonal relationships. In the 20th century, as management study persisted, concerns about the relationships and motives of the person inside companies started to surface. The management theories that emerged throughout the classical era simply did not work well in many management scenarios and were unable to explain the actions of specific workers. In essence, employee motivation and behavior were disregarded by traditional theory. As a consequence, this ground-breaking management experiment naturally led to the development of the behavioral school. Because it emphasizes the human aspect of work, the behavioral management theory is also referred to as the human relations movement. Behavioral theorists thought that increased productivity resulted from a greater knowledge of factors like motivation, conflict, expectations, and group dynamics that affect human behavior at work. Employees were not seen as machines by the thinkers who contributed to this school, but rather as unique people, resources, and assets that could be used and developed.

The adoption of the concepts of the classical method by practical managers revealed that it was impossible to attain complete efficiency and workplace harmony. This led to the development of the behavioral approach to management. The behavioral approach to management brought attention to the human element, which the classical proponents had disregarded. The behavioral proponents regarded the organization from the standpoint of the person, while the classical theorists saw it from the perspective of production. The behavioral approach to management emphasized both individual and social processes, and it recognized the significance of behavioral processes in the workplace. The Hawthorne investigations from the latter part of the 1920s and the beginning of the 1930s gave the behavioral approach some support.

1.2.2 Contributors To The Theory.

The Hawthorne studies, a group of trials that meticulously applied conventional management theory only to expose its flaws, were where Elton Mayo made his contributions. The Hawthorne experiments were two research projects carried out at the Chicago-based Hawthorne Works of the Western Electric Company between 1924 and 1932. A team of engineers performed the first research in order to ascertain how illumination levels compared to worker productivity. Surprisingly, they found that worker output rose as illumination levels dropped—but only until workers could no longer see what they were doing, at which point output inevitably fell. A new round of tests started a few years later. Five ladies were under the supervision of Harvard academics Mayo and F. J. Roethlisberger in a bank wire room. They granted the women exceptional rights, including the freedom to leave their workstations at any time, the right to rest intervals and free meals, as well as different pay scales and work schedules. Additionally, this experiment led to noticeably higher rates of output.

In this instance, Mayo and Roethlisberger came to the conclusion that the supervisory arrangement—rather than the adjustments to the lighting or other related worker benefits—was responsible for the rise in productivity. The extreme concern the experimenters showed for the workers served as the foundation for the enhanced motivation and subsequent productivity since they took on the role of the employees' principal supervisors. In a sense, the experimenters participated in the research and had an impact on its results. The Hawthorne effect, which defines the unique consideration researchers give to a study's participants and the influence this consideration has on the study's conclusions, gets its name from this.

The Hawthorne experiments' overall finding was that employee social needs and interpersonal relationships are essential components of corporate management. The ideas and practices of management were revolutionized by this human motivational concept.

A psychologist by the name of Abraham Maslow created one of the most well-known need theories, a theory of motivation based on an analysis of human needs.

His theory of human needs had three assumptions:

- Human needs are never completely satisfied.
- Human behavior is purposeful and is motivated by the need for satisfaction.
- Needs can be classified according to a hierarchical structure of importance, from the lowest to highest.
- Maslow broke down the needs hierarchy into five specific areas:

- **Physiological needs.** Maslow grouped all physical needs necessary for maintaining basic human well-being, such as food and drink, into this category. After the need is satisfied, however, it is no longer is a motivator.
- **Safety needs.** These needs include the need for basic security, stability, protection, and freedom from fear. A normal state exists for an individual to have all these needs generally satisfied. Otherwise, they become primary motivators.
- **Belonging and love needs.** After the physical and safety needs are satisfied and are no longer motivators, the need for belonging and love emerges as a primary motivator. The individual strives to establish meaningful relationships with significant others.
- **Esteem needs.** An individual must develop self-confidence and wants to achieve status, reputation, fame, and glory.
- **Self-actualization needs.** Assuming that all the previous needs in the hierarchy are satisfied, an individual feels a need to find himself.

Maslow's hierarchy of needs theory helped managers visualize employee motivation.

Douglas McGregor: The Hawthorne experiments and Maslow had a big impact on Douglas McGregor. He said there are basically two different types of managers. One kind of manager, known as the Theory X manager, has a poor opinion of workers and thinks they are careless, unreliable, and incapable of taking accountability. The Theory Y manager, on the other hand, makes the assumption that staff members are highly motivated in addition to being trustworthy and capable of taking on responsibilities. The psychological and sociological factors (attitude, motives, and group dynamics) that affect employee performance are the main topics of the behavioural science approach to management. The

Behavioural Science Method to management focuses on the people themselves, as opposed to the traditional approach, which emphasizes the job that employees accomplish. The behavioural science approach to management includes many of the ideas from the behavioural viewpoint. For instance, the Hawthorne investigations are seen to fall within the category of behavioral research and use the scientific method.

A particular application that makes use of several particular kinds of behavioral observations is the Behavioural Science Approach to Management, which is used in the field of business management. This encompasses ideas like connection building, information processing, motivation, and organizational growth. Neural - information sciences and social - relational sciences are two large groups that include behavioral science techniques. Information processing sciences concentrate on how cognitive entities process information in response to social environment stimuli in order to participate in social perception, social judgment, and individual performance for organism survival in social environments. These are related to ethology, social neurosciences, neural networks, social cognition, social psychology, and social neurosciences, as well as psychology, cognitive sciences, and psychobiology. Relations, interaction, communication networks, linkages, and relational tactics, as well as the dynamics between creatures or cognitive entities within a social system, are the focus of relational studies. These are relevant to areas like social networks, dynamic network analysis, the agent-based model, and micro simulation in sociology social psychology. The human relations approach and the behavioral science approach are the two branches of the behavioral approach.

Managers using the human relations method should understand the psychological and social influences on their employees' behavior as well as the reasons behind it. Supporters of this strategy make an attempt to demonstrate how variances in individual behavior and the influence of workplace groups have an impact on the management process and functions. Instead of relying on personal experience, which is frequently based on an inadequate foundation in fact, managers could use concepts and uniformities developed by behaviorists through empirical research based on systematic and in-depth observation in organizations and findings from the social sciences of human behavior.

Understanding, explaining, and predicting human behavior in the same way that scientists do with physical forces or biological variables is the ultimate goal of organizational behavior. In order to better understand why individuals behave the way they do, particularly in regard to their interactions with others in organizations, behavioral science is therefore focused with learning about human behavior. This should provide management the opportunity to improve employee satisfaction and make work life more fulfilling and meaningful. However, rather than being an antithesis, this is more of a synthesis phase (the mixing of different components or pieces). As a result, while the humanistic or neo-classical theory of organization was employee-centered and the traditional or classical theory of organization was task-centered, the new theory or behavioral approach seeks to reconcile or synthesize these two approaches, i.e., administration is both structure and the people working in it.

1.4 Summary

Self-Assessment Exercises (SAEs) 1

1. ___________was responsible for making behavioural approach more widely used today?
2. The _______ and ________characteristics of human behavior are the main focus of behaviorism?
3. Behaviorists believe that only the things we can see and observe are genuine, or at the very least are things that merit investigation True/False .
4. The behavioral approach is often utilized to treat a broad range of presenting issues when it comes to _________?
5. Behavioral theorists thought that increased productivity resulted from a greater knowledge of factors like motivation, conflict, expectations, and group dynamics that affect _______at work?
6. The behavioral approach to management brought attention to the human element, which the classical proponents had disregarded True/False?
7. A psychologist by the name _______created one of the most well-known need theories, a theory of motivation based on an analysis of human needs?
8. The Behavioural Science Method to ______focuses on the people themselves, as opposed to the traditional approach?
9. Understanding, explaining, and predicting human behavior in the same way that scientists do with physical forces or biological variables is the ultimate goal of ___________?

1.5 Summary

The behavioral approach acknowledges the quality of leadership as a major element in management success. It concentrates on group relationship and recognizes the part of individual mindset and group behavior in organisational effectiveness. Knowledge and application of Behavioural approach is very important in an organization

1.6 References/Further Readings/Web Sources

Bustamante, L., Howe-Tennant, D., & Ramo, C (1996).Behavioral Approach
`

https://web.cortland.edu/andersmd/BEH/behavior.HTML#:~:text=The%20B` eh`avioral%20

Malone, John C. (July 2004). "Modern molar behaviorism and theoretical behaviorism: religion ` and science". *Journal of the Experimental Analysis of Behavior*. 82 (1): 95–`102. doi:10.1901/jeab.2004.82-95

1.7 Possible Answers to Self-Assessment Exercises (SAEs)

1. Skinner
2. Observable and quantifiable
3. True
4. Mental illness
5. Human behavior
6. True
7. Abraham Maslow
8. Management
9. Organizational Behavior

UNIT 2 SCOPE, OBJECTIVES AND CHARACTERISTICS OF BEHAVIORAL APPROACH.

Unit Structure

2.1 Introduction

This previous unit introduced you to behavioral approach. The present Unit discusses Scope of Behavioural Approach. Objectives of Behavioural Approach and Characteristics/Features of Behavioral Approach.

2.2 Learning Outcome

By the end of this Unit, you will be able to:

- Examine the Scope of Behavioural Approach.
- Highlight the Objectives of Behavioural Approach
- Discuss the Characteristics/ Features of Behavioral Approach

2.3 Scope Of Behavioral Approach

The implementation function entails management's accountability for the execution of organizational tasks or work by the human elements. This includes structural arrangements as well as behavioral (people) and communication (information) concepts created to foster and maintain employee cooperation and satisfaction in carrying out organizational tasks. As an introduction, the following arrangements and notions are typical of these:

Structural: Making the job more interesting, giving the employee more responsibility. Decreasing control from above.

Behavioral: Behavior is a manner of acting. It refers to a person's conduct in carrying out specified activities. Providing more job status. Giving the employee a chance to make decision. Allowing him to assist in leading others.

Communication: Listening to his problems seriously. Helping him to interact with his fellow workers. Dealing with him openly.

Methodology: The behavioral science approach involves the use of social and psychological concepts and knowledge to influence, motivate and coordinate the human element in achieving performance in the work place. For example, a manner might do the following to get an employee to prefer a task.

Personality: Personality of a human being is a complex combination physical and mental attributes, values, attitudes, beliefs, tastes, ambition, interest and habit.

- **Influence**: Set an example, make suggestion.
- **Motivation**: Use praise, offer promotion.
- **Coordinate**: Provide formal instruction, offer assistance.

In addition to management theory and practice, other disciplines such as industrial and social psychology, sociology, and anthropology have contributed knowledge and methodologies for achieving employee happiness. Psychology, the study of human nature and behavior, focuses on the human mind, including its functions and mental states. The study of human behavior in an industrial and social context, respectively, is the focus of the specialist areas of psychology known as industrial and social psychology. Sociology is the study of the origin, evolution, structure, and operation of human society, as well as the basic rules governing social interaction. The study of human origins, physical and cultural development, racial features, and social traditions and beliefs is known as anthropology. It should be clear that it is difficult to comprehend how people behave in an organizational structure. Although having contented workers may be obvious, it might be challenging to know how and what to satisfy them. In order to better understand how human behavior in organizations is influenced by meeting man's needs and goals as well as by his inherent (presented by birth) social, psychological, and anthropological features, the behavioral science subject has arisen (distinguish quality).

2.3.1 Purpose/ Objectives of Behavioral Approach

The overarching goal of behavioral science is to induce (persuade or influence) human element performance in order to increase corporate productivity and foster individual and group pleasure. The intricate link between employee happiness and performance is influenced by several variables. The behavioral sciences now believe that employees are also motivated and satisfied by other types of things such as good working conditions, an interested boss, association with other employees, an impressive title, or personal accomplishment. Previously, economic rewards in the form of ways were viewed or considered as the primary motivator of most employees. Therefore, the main motivating factor has been to emphasize the development of an environment or atmosphere of success and fulfillment for all members of the company, which is an expansion of the early management's perspective on satisfaction and performance.

2.3.2 Characteristics of Behavioral Approach

1. **Organizational-equilibrium or steady-state**:

The organization has been compared to an equilibrium system that accepts contributions in the form of (cash), effort, time, talent, knowledge, etc. and provides incentives in exchange for these contributions. Rewards unrelated to these two important concerns in every organization are about two interests, namely employer interest and employee interest. These inducements include the organizational purpose itself, conservation and expansion of the organization, and incentives.

Employers look for ways to increase productivity while spending the fewest resources on incentives and rewards. Employees, meanwhile, are always looking for greater perks and compensation from management.

The need for organizational balance is thus unavoidable. Organizational equilibrium, according to Herbert Simon and Chester Barnard, is a balance between what a person gives to the organization in terms of effort, talent, and loyalty and what he gets in terms of reward, compensation, and security. The same "general theory of organizational balance" is demanded by March.

2. **Group Dynamics**:

In science, dynamics is the study or interaction of force or motion; it is a subfield of physics that deals with movement and force. The interaction and forces among group members in a social environment are the focus of group dynamics. The dynamics of the formal groups within an organization, which are often small in size, are the subject of group dynamics.

3. Authority and Leadership:

One of the many types of effects is authority (power-coercive-power, lawful power, reward power, expert power). It stands out since it solely seeks to win the subordinate's compliance rather than trying to persuade him (acceptance without protest). Of course, in real practice, suggestion and persuasion are sometimes generously mixed up with authority.

Allowing a decision to be taken and followed through even when consensus cannot be achieved is a crucial function of authority. However, it's possible that debates of the idea have overemphasized how arbitrary power may be. In any event, the subordinate's "region of acceptability" is the only place where power may be exercised arbitrarily.

Authority emerges more from the group than from the top-down, which is another dimension or consequence of group theory. Understanding this social process enables administrators to comprehend formal authority opposition seen in job slowness, punctuality issues, and absenteeism. It takes technical leadership and motivational talent to organize opposition to instructions from above. Organized resistance to commands from above is fundamentally a social phenomena. It requires a certain kind of supervision where leadership takes the place of coercion.

1. **Organization as a social system**:

According to behaviorists, hierarchies or big groups are made up of several small, formal and informal groups that are combined to create organizations. It is a complicated structure, and the small, informal face-to-face gatherings are merely one aspect of the whole picture. As a result, an organization might be seen as a social institution. Consequently, organization is increasingly seen as a social institution existing in a unique cultural setting rather than as a system of job hierarchies or a collection of unofficial group interactions.

Features of Behavioral Approach

The silent features of behavioral approach may be summarized as follows:

i. The behavioral approach aims to concentrate specifically on how people behave in genuine administrative organizations, both as individuals and as a group. It focuses on the study of the numerous elements that affect how individuals behave inside organizations.

ii. The organization is described by behaviorists as a social system. An organization, as a social system, is made up of formal structure, people (who are a member of society), groups, and unofficial interpersonal and intergroup ties. As a result, they place a strong focus on researching the informal social structures that constantly evolve inside the confines of formal organizations.

iii. The behaviorists see administration as a field of study including several disciplines, particularly anthropology, sociology, and psychology. To comprehend how people really behave inside the business, they use the tools and techniques of the aforementioned social sciences.

iv. The role of the person, leadership in organizations, group dynamics, organizational stability, and organization as a social system, as well as motivation and satisfaction, are significant research topics that behaviorists are interested in.

v. The behavioral approach is factual, descriptive, and empirical. It attempts to improve public administration research's scientific rigor. With regard to administrative organization, it has moved the focus away from formal legal administrative institutions and onto the individuals involved. In other words, it has shown the reality that human attitudes, perceptions, and the environment in which administration functions all have a significant impact on how administration conducts itself. It should be highlighted that the behavioral approach and the classical method work better together than against one another. The structure of administration includes both its personnel and its workings.

Self-Assessment Exercises

1. _______involve listening to his problems seriously. Helping him to interact with his fellow workers?
2. The ________involves the use of social and psychological concepts and knowledge to influence, motivate and coordinate the human element in achieving performance in the work place?
3. Personality of a human being is a complex combination physical and mental attributes True /False?
4. It should be clear that it is difficult to comprehend how people behave in an_________?
5. The overarching goal of behavioral science is to induce (persuade or influence) human element performance in order to increase ______________?
6. The behavioral sciences does not believe that employees are also motivated and satisfied by other types of things such as good working conditions True/False
7. Employers look for ways to increase productivity while spending the fewest resources on ___________?
8. The interaction and forces among group members in a social environment are the focus of _________?
9. The behaviorists see administration as a field of study including several disciplines, particularly anthropology, sociology, and psychology True/False

2.4 Summary

The proponents of the behavioral science method believe that people are significantly more complicated than the economic man and social man depicted in the classical approach and the human relations approach, respectively. This method focuses on the nature of labor and how much it will satiate the human desire to demonstrate knowledge and skill. This strategy incorporates group dynamics, leadership, participative management, communication, and motivation to improve employee performance. The behavioral approach recognizes that effective leadership is a key component of successful management. It focuses on interpersonal relationships within groups and acknowledges the contribution of individual mindsets and group dynamics to organizational efficiency. In the next Unit Elton Mayo's Human relations approach will be discussed

2.5 References/Further Readings/Web Sources

Bustamante, L., Howe-Tennant, D., & Ramo, C (1996). Behavioral Approach https://web.cortland.edu/andersmd/BEH/behavior.HTML#:~:text =The%20B` eh`avioral%20.

Malone, John C. (July 2004). "Modern molar behaviorism and theoretical behaviorism: ` religion `and science". *Journal of the Experimental Analysis of Behavior*. 82 (1): ` 95–102. doi:10.1901/jeab.2004.82-95

2.6 Possible Answers to Self-Assessment Exercises (SAEs)

1. Communication
2. Behavioral science approach
3. True
4. Organizational structure
5. Corporate productivity
6. False
7. Incentives and rewards.
8. Group dynamics.
9. True

UNIT 3 HUMAN RELATIONS APPROACH/ ELTON MAYO'S HUMAN RELATIONS APPROACH

Unit Structure

3.1 Introduction

In the previous unit behavioural approach was further was discussed . The unit identified and discussed the Scope of Behavioural Approach. Objectives of Behavioural Approach and Characteristics/Features of Behavioral Approach In this unit we will discuss human relation approach with emphasis on Elton Mayo's Human relations approach. The word "human relations" refers to the relationship between managers and employees. Staff employees often do not adhere to planned and balanced patterns of conduct, which presents managers with several challenges. Supporters of the human relations approach believe that management should address workers' needs for social acceptability and acknowledgment. The management should see the team as a constructive force that can be put to good use. Managers must thus possess both technical and human relations abilities.

3.2 Learning outcomes

By end of this unit you should be able to:
Analyze Elton Mayo's Human relations approach
Evaluate Mayo's human relations skills
Identify Criticisms of Human Relation Theory

3.3 Elton Mayo's Human Relations Approach

The Elton Mayo Human Relations Theory demonstrated how important connections are to human productivity. For a human relations-focused workplace culture to be properly carried out, employers and managers need to possess a wide range of competencies. Let us examine the many abilities required for successful human interactions:

3.3.1 Mayo's human relations skills

Communication

Strong communication skills are the cornerstone of the human relations approach to management. It guarantees that everyone inside the company is operating at the same level. It includes written, non-verbal, and spoken communication in all of its forms. Effective communication skills are a great way to get your point across and connect with others, whether it's through emails you send or the eye contact you keep with your audience during meetings. Sharpening these abilities is particularly important for managers and team leaders as it allows them to promote cooperation and teamwork.

The Human Relations Approach defines management as the study of employee behavior. This strategy was developed as a result of experiments Professor Elton Mayo and his colleagues at the Harvard School of Business carried out at the Hawthorne Works of the Western Electric Company, close to Chicago. For the first time, this research highlighted the significant connections between social variables and productivity. Before, it was assumed that the main factors affecting an employee's productivity were their physical working environment and the amount of money they received in pay. For the first time, it was realized that productivity greatly relied on how happy people were with their work environment (Sharma, 2014).

Organization

This school also studies the psychological processes that occur in organizations, informal organizations, conflict, change, motivation, and relationships. It also studies various techniques for achieving organizational development by enhancing the interactions between the various groups of people who make up the organization and its internal environment. Therefore, it can be claimed that this institution focuses on how individuals behave in both official and informal organizations

Conflict Resolution

It goes without saying that workers come from a variety of backgrounds. This further encourages the collaboration of various personality types, worldviews, and objectives. You have the right to politely disagree with someone's views if you don't always share them. Due to the fact that they enable individuals to discuss and settle disputes in a polite way, conflict resolution skills are crucial. However, individuals must have an open mind and permit the expression of other points of view. Maintain peace throughout the process as you attempt to find a resolution that appeals to everyone. Organization is one of the most crucial abilities in the human relations approach and affects all aspects of work. Keeping things ordered offers several advantages, whether it's your physical workplace or your workflow. It aids in improved time management and task prioritization. It's essential for developing a productive workflow. This further enables you to be effective and accomplish your deadlines. Team leaders need to be well-organized since it helps them manage different priorities and carry out work in a systematic manner. Managers and team leaders may more effectively execute human relations management approaches by using these abilities.

Multitasking

Every day, managers must deal with a seemingly endless number of duties, inquiries, and problems. They must spend time checking in with their team to make sure things are going well since they are accountable for not just their own success but also that of their team. A competent leader must be able to balance several, often conflicting goals while maintaining timeliness. Flexibility is another crucial component of multitasking; as a manager, you must make adjustments to workplace or policy changes that have an impact on your staff' everyday operations.

Negotiation

Negotiation occurs often at work, whether it's navigating a job offer, coming to an agreement with stakeholders and the business, or just managing divergent opinions. To maintain harmony between two sides and obtain an agreement that is acceptable to both, strong negotiating skills are essential. Negotiations may also benefit from effective communication strategies like mirroring and changing your language to fit your audience.

Furthermore, as promoted by the traditional public administration schools, Elton Mayo's human relations approach gives priority to the human factor above the components of institutions. It is a trail-blazing theory in the field of public administration that elevates human action as the fundamental unit of study and views the organization mainly as a social system. Employees are seen as human beings in human relations theory rather than as meager human resources to support equipment or human labor. It is founded mostly on the modest tenet that "human problems demand human solutions," and as a result, happier employees are the key to a successful organization. Those who backed this notion disclosed that public institutions have been working on solutions to human issues using non-human data. This theory highlights four crucial facets of the institution, and it seems that the traditional theorists were unaware of them. These are (a) the idea that an organization should be viewed as a social system; (b) the idea that employees are people with all the qualities that make people human; (c) the idea that informal elements also contribute significantly to the overall organizational output; and (d) the idea that an organization should adhere to social ethics rather than individual ethics.

3.3.2 Criticism of Human Relation Theory

2. It is not supported by science.
3. The employees' behavior throughout the studies was unnatural. It was truly the Hawthorne effect, which, when watched, offers people their best.
4. is anti-union and pro-management.
5. It placed more focus on informal relationships and paid less attention to official ones.
6. This idea ignored the nature of labor and was unaware of the economic aspect.
7. It was unable to investigate the complex phenomena of human motivation.
8. Marxists claim that since it downplayed economic issues, it is a new way to exploit workers.
9. It is too preoccupied with pleasure.
10. It fails to acknowledge the creative energy that is conflict.
11. It disregarded how the workplace environment affects employee sentiments.

Human relations approach criticism according to Aftab Alam Ansari

1. **Lack of Scientific Validity:**

   The human relation drew conclusions from Hawthorne studies. These conclusions are based on clinical insight rather than on scientific evidence. The groups chosen for study were not representative in character. The findings based upon temporary groups do not apply to groups that have continuing relationship with one another. Moreover, the experiments focused on operative employees only.

2. **Over-Emphasis on Group:**

   The human relations approach over-emphasizes the group and group decision-making. But, in practice, groups may create problems for the management and collective decision-making may not be possible.

3. **Over-Stretching of Human Relations:**

   It is assumed that all organizational problems are amenable to solutions through human relations. This assumption does not hold well in practice. The satisfied workers may not be more productive workers.

4. **Limited Focus on Work:**
The human relations approach lacks adequate focus on work. It puts all the emphasis on interpersonal relations and on the informal group. It tends to overemphasize the psychological aspects at the cost of the structural and technical aspects.

5. **Over-Stress on Socio-Psychological Factors:**
The human relations approach undermines the role of economic incentives in motivation and gives excessive stress on social and psychological factors. If the wages are too low, the employees will feel dissatisfied despite good interpersonal relations at the work place. Thus, it may be said that the human relations approach seeks to exploit the sentiments of employees for the benefit of the organisation.

6. **Negative View of Conflict between Organizational and Individual Goals:**
It sees conflict as detrimental when it arises between an organization's and an individual's ambitions. Conflicts are sometimes overlooked despite their benefits in overcoming shortcomings and sparking creative ideas. To complement their prior focus on the individual worker, managers started to include group procedures and group incentives. This method has greatly increased the relevance of the study of human behavior and relationships.

Because no effort has been made to research and analyze human behavior systematically and scientifically, the human relations approach cannot be seen as a full package to deal with humans effectively. The human relations approach places too much emphasis on social and psychological elements while undermining the importance of financial incentives in motivating behavior. In reality, financial incentives are a key factor in inspiring employers. The human relations approach gave a poor impression of how organizational and individual aspirations might clash. These confrontations are seen as detrimental by it. Conflicts are sometimes overlooked despite their benefits in overcoming shortcomings and sparking creative ideas. From Hawthorne's trials, which were clinically based rather than scientifically, the human connection was inferred. The trials concentrated on a specific study group that was not representative of the total workforce. The human relations strategy did not put enough emphasis on the job. It completely emphasizes informal groups and interpersonal relationships. The structural and technological elements tend to be overshadowed by the socio-psychological ones. The focus on group dynamics is overemphasized in the human relations approach. However, in actuality, group dynamics and group norms only have a little effect on how an organization operates.

Self-Assessment Exercises

1. **_____________** means the way in which managers connect to subordinates?
2. Employers and managers need to have a vast array of skills to effectively carry a human relations-focused _______________?
3. At the core of the human relations approach to management lies strong __________?
4. Elton Mayo's Human relations approach provides predominance to the human aspect over the elements of institutions True/False?
5. The human relations approach places too much emphasis on social and psychological elements True/False?
6. The human relations approach undermines the role of economic incentives in motivation and gives excessive stress on _______and __________ factors?
7. ______ and ________only have a little effect on how an organization operates.
8. __________are sometimes overlooked despite their benefits in overcoming shortcomings and sparking creative ideas?
9. The human relation drew conclusions from ____________?

3.4 Summary

The unit has discussed human relation approach with a detailed explanation of Elton Mayo's approach. Good human relation practices such as understanding needs and expectations of employees, providing comfortable work conditions, resolving conflicts between management as well as co-workers creates satisfied and motivated employees. It results in improvement in their overall productivity & performance.

3.5 References/Further Readings/Web Sources

Ansari, A. A (n.d) Neoclassical Theory of Management. https://karimcitycollege.ac.in › ` item

Sharma, P (2014) Elton Mayo's Human Relations Approach to Management https://www.yourarticlelibrary.com/management/elton-mayos-human-` relations-` approach-to-management/70014

3.6 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Human relations
2. Workplace culture
3. Communication skills
4. True
5. True
6. Social and psychological
7. Group dynamics and group norms
8. Conflicts
9. Hawthorne studies

UNIT 4 SCIENTIFIC MANAGEMENT THEORY AND ITS CRITICISMS

Unit Structure

4.1 Introduction

In the previous unit Human relation approach was discussed. The unit discussed in details Elton Mayo's Human relations approach, Mayo's human relations skills as well as criticisms of Human Relation Theory. In this unit, scientific management theory, principles features as well as the objectives of the theory will be discussed**.**

4.2 learning outcomes

By the end of this unit you should be able to:

- Discuss Nature of Scientific management theory
- Explain The rise of Scientific Management Theory
- Highlight the Principles of Scientific Management Theory
- Identify the features of scientific management
- State the objectives of Scientific Management:
- Discuss the Criticisms of Scientific Management

4.3 Nature of Scientific management theory

Federick W. Taylor was the first to promote scientific management, sometimes referred to as Taylorism. In order to boost productivity, it employs scientific techniques to examine the most effective manufacturing process. According to Taylor's scientific management theory, it is the responsibility of workplace managers to create the best production system in order to maximize economic efficiency. Taylorism was the earliest kind of scientific management, despite the fact that the phrases "scientific management" and "Taylorism" are often used interchangeably. , it would be more accurate to claim that the term "Taylorism" was the first instance of scientific management. Federick Taylor was employed by the American steel producer Bethlehem Steel when he was motivated to develop his views. He saw at that steel industry that the supervisors had very little knowledge of how certain activities were really carried out.

4.3.1 The rise of Scientific Management Theory

The goal of the scientific theory is to boost individual productivity in order to improve output within an organization. Taylor had a picture of the ideal method to carry out an organizational assignment. Instead of complicated or problem-solving tasks, Taylor's studies emphasized repeated, everyday tasks. Each job was precisely measured and described. These tasks might be considerably more effective if they could be standardized. For instance, the use of technology might substantially automate these kinds of work.

According to Patrick Ward, Taylor used timing techniques on repetitive jobs to find savings and minimize wastage of effort. He also tried to make the best use of whatever tools or resources used for these commonplace jobs. He was able to increase the effectiveness of individual effort by modifying tools (or technology). Taylor also suggested a system of rewards and penalties to encourage effective practice. Increased production led to rewards for workers who adopted efficient methods. Employers disciplined staff members who were unable or unwilling to adjust. Taylor thought that managers should be focused on and held responsible for maximizing performance, whilst workers should be focused on labor owing to lack capacity and/or education.

Taylor remarked on their relationship, saying that rather than being "driven or pushed [by employers] or left to their own unaided devices," employees should be "educated daily" and "get the greatest cordial support from those who are above them." A "close, intimate, personal cooperation between the management and the worker is of the essence of modern scientific or task management," according to Taylor, who also believed that training and development was "the most important object of both the workmen and the management" in order to produce maximum efficiency (Ward, 2021)

Taylorism, can be summarized as follows:

i. Plan operations using the scientific approach rather than any customs or established procedures.
ii. Separate the planning function from the actual work activity.

iii. Across all processes, standardize the steps, the duration, the tools, and the expenses.
iv. Employees must be chosen and educated effectively for their specific roles.
v. To allocate the effort among the employees, time, motion, and weariness metrics should be used.
vi. Cooperate with or assist staff members in carrying out their duties.
vii. Each sector of work must have effective supervisors who are knowledgeable in that field.
viii. Managers and employees should have clearly defined responsibilities.
ix. Offer financial incentives to encourage increased staff productivity

4.3.2 Principles of Scientific Management Theory by Taylor

Frederick Winslow Taylor mentioned core principles of management in his Principles of Scientific Management book. These principles refer to the scientific management theory by Taylor. Such as:-

1. **Science, not the Rule of Thumb:** Adopting a scientific approach to decision-making is one of Taylor's fundamental tenets of scientific management theory. Even gives up on all management operations that use an unscientific methodology. Therefore, these principles urge that you consider your actions before acting.
2. **Harmony, not Discord:** Workers and management are the two groups that make up an organization. They need to establish a "Give and Take" dynamic at work. Taylor thus placed emphasis on the term "mental revolution," which refers to a shift in both parties' perspectives based on this idea. They ought to discuss each other's thoughts and viewpoints.
3. **Co-operation, not Individualism**: It demonstrates the value of each individual (management and workers). Employees should get praise and rewards from management for their valuable comments. Employees work together with management to enhance the company at the same time.
4. **Development of Each and Every Person to his/her Greatest Efficiency and Prosperity**: Employees need to get sufficient training and be chosen using a rigorous selection process. Additionally, every company needs it. Taylor set up a number of strategies for carrying out this job, including work-study, time study, motion study, fatigue study, and method study.
5. **Maximum, not Restricted Output:** An organization's primary goal is to maximize production. In this instance, Taylor has placed a strong emphasis on his ideas of production maximization.

4.3.3 The Features of Scientific Management

1. It is a methodical technique to managing issues.
2. It entails the use of scientific methods for hiring, choosing, and training employees.
3. It rejects the tried-and-true rule of thumb or "hit or miss" strategy.
4. It looks for the best way to do the task at the lowest possible cost.
5. It makes an effort to maximize each employee's productivity.
6. It entails a radical shift in the management's and the employees' mental attitudes.

4.3.4 Objectives of Scientific Management:

a) Higher Productivity:
Increase in the rate of production by use of standardized tools, equipment's, methods and training of the workers.

b) **Cost Reduction:**
Reduction in the cost of production by rational planning and regulation, and cost control techniques.

c) **Elimination of Wastes:**
Elimination of wastes in the use of resources and methods of manufacturing.

d) **Quality Control:**
Improvement in the quality of output by research, quality control inspection devices.

e) **Right Men for Right Work:**
Placement of right persons on the right jobs through scientific selection and training of workers.

f) **Incentive Wages:**
Relating wage payments to the efficiency of the workers, i.e., giving wages at the higher rates to the efficient workers

4.3.5 Criticisms of Scientific Management

1. For typical jobs like assembly lines or manufacturing facilities, Taylor's methods worked effectively. In businesses where information and decision-making are crucial at every stage of the value delivery process, these ideas did not work as effectively. This is especially true for sectors that are service-based rather than product-based.

2. Taylor's ideas drew a lot of flak for how they affected employees. Many said that it dehumanized people by treating them like animals of burden. It often results in unfavorable working situations where companies benefited more but workers saw very little pay rises. The scientific philosophy, which was only concerned with effectiveness, offered nothing to help managers or employees understand one another or grow as leaders. Naturally, these flaws spur future developments in management theory.

3. Taylor also thought that calculating a man's rate of labor, or how long it takes him to complete a given job, was part of the scientific management approach.

4. Taylor's detractors said that such a computation is based on a number of arbitrary, non- scientific choices, including the definition of the work and the individuals who were timed and under what circumstances. Since each of these variables is prone to change, discrepancies may result. Some people consider Taylorism or so-called "scientific management" to be pseudoscience. Others question whether the employees Taylor chose to conduct his measures were really representative of the workforce.

Self-Assessment Exercises 3

1. Scientific management, also often known as ______________
2. ____________and ________are commonly used interchangeably.
3. The objective of the scientific theory is to increase production within an organization by increasing the productivity of the ________
4. Taylor's principles functioned well for routine tasks, such as _____ or ________ facilities
5. ___________ and ___________ are among the objectives of Scientific Management?
6. Some people consider Taylorism or so-called "scientific management" to be __________?
7. Increase in the rate of production by use of standardized tools, equipment's, methods and training of the workers is one of the objectives of Scientific Management True/False?
8. A "close, intimate, personal cooperation between the management and the worker is of the essence of ____________or task management
9. According to _____________Taylor used timing techniques on repetitive jobs to find savings and minimize wastage of effort?

4.4 Summary

Scientific management theory's primary goal is to raise economic efficiency, specifically worker productivity. This idea is regarded as one of the first and finest attempts to apply science to process management and engineering.

4.5 References/Further Readings/Web Resources

Ansari, A. A (n.d) Neoclassical Theory of Management. https://karimcitycollege.ac.in › ` item

Sharma, P (2014) Elton Mayo's Human Relations Approach to Management https://www.yourarticlelibrary.com/management/elton-mayos-human-`relations-` approach-to-management/70014

Ward, P., Frederick Taylor's Principles of Scientific Management Theory. ` https://nanoglobals.com/glossary/scientific-management-theory-of-frederick-taylor

4.6 Possible Answers to Self-Assessment Exercises (SAEs)

1. Taylorism
2. Scientific management and Taylorism
3. Individual
4. Assembly lines or production
5. Higher productivity and cost reduction
6. Pseudoscience
7. True
8. Modern scientific
9. Patrick Ward

MODULE 2 STUDIES IN ADMINISTRATIVE AND MANAGEMENT THEORIES II

This module will discuss Classical theory and its Criticisms, Max Weber's Bureaucratic theory, the Systems Approach, Universal Design Theory and Situational Design Theory.

You are advice to study each of the unit carefully as you are expected to answer some questions to evaluate your understanding on the various issues as discussed. Possible answers to the questions are provided under each of the at the end

UNIT 1 CLASSICAL THEORY

Unit Structure

1.1 INTRODUCTION

Administrative and management theories are many as propounded by many theorists, in Module One we discussed Behavioural Approach, human Relations approach/ Elton Mayo's Human Relations, Scientific management theory by Federick Taylor as well as its criticism. This unit discusses the Classical theory. The discussion of the theories will enable you identify their application in Administrative and Management science

1.2 Learning outcomes

By the end of this unit, you should be able to:

- Discuss Classical theory
- Carry out Critical Evaluation Classical Theory of Organization.

1.3 Classical theory

Administrative Theory is another name for the Classical Theory of Organization. It was created in the first decades of the 20th century. The fundamental ideas of the organization theory were presented in 1916 by French manager and businessman Henry Fayol in his book "General and Industrial Management." Another significant book, "Onward Industry," authored by James Mooney and Alan Ruby and published in 1918, came after it. However, Papers on the Science of Administration, an edited volume, was published by Luther Gulick later in 1937. The development of the science of administration in the first half of the 20th century was significantly influenced by all of these publications as well as a number of others.

Henry Fayol was the first to address the broad problems of administrative organization to systematic reasoning. Gulick and Urwick further expanded these beliefs and created a set of generally accepted organizational principles. The term "Classical Theory of Organization" or "Administrative Theory" refers to all of these formulations. Because it was one of the first formulations based on a methodical examination of an organization, it is known as "classical." It agreed that the fundamental building block of analysis and design was the organization. According to the classical conceptions, a science of administration may be established on the basis of a number of basic organizational principles as well as the practical experience of administrations. The classical theorists contributed to the acceptance of the idea that administration, which was previously thought of as simply an art, could also be studied as a science. In reality, Fayol, Gulick, and Urwick's theories were influential in the earliest stages of this shift. Classical theorists, on the other hand, like to place more emphasis on the organizational structure than on the function of the individuals inside it. They always put their main emphasis on studying organizations in terms of their hierarchical structures and their purposes. An organization is described by Urwick as "determining what actions are essential to any objective and organizing them in groups which may be allocated to persons" in his book "Elements of Administration." He envisioned an organization by planning its organizational structure.

The Bureaucratic Theory of Organization and Classical Administrative Theory are closely connected. Both of these theories use a normative perspective on an organization and are essentially deductive. Both support formal organizations and place a strong emphasis on hierarchy, professionalism, and virtues like order and impartiality.

Planning, organizing, commanding, coordinating, and regulating are the primary components of administration, according to Fayol, who states that it must be done at all levels of an organization. The division of labor is at the core of traditional administration theory. According to this theoretical perspective, "modernity" refers to the growing specialization of work. This calls for the existence of a central bureaucracy that maintains coordination and connections between various tasks via an impersonal chain of command. In order to maintain coordination between the tasks, the focus in this method is placed on both the decentralization of functions and specialty and the centralization of administrative leadership. In this area, traditional thinking emphasizes the uniqueness of command. As a result, the organizational structure must establish a hierarchy of authority. Each level receives from the one above it and sends to the one beneath it. The system is thus based on levels, reason, and command. It is a hierarchical structure in every one of its guises. Additionally, this suggests a high level of discipline. The fact that the structure and the offices that make it up—rather than the individuals—matter makes the system essentially impersonal. According to this idea, people are organization functionaries. The traditional paradigm emphasizes productivity in organizational activity. The organization's overarching goals and the particular goals of the functional units are both made evident through the command structure. Although the traditional system prioritizes structure above all else, the fundamental problem is communication effectiveness. This requires a few things, including clear definitions of roles and goals, management of all labor activities, and logical connections between various functional units.

According to the traditional reasoning, without these foundational elements, no organization can operate effectively. In a more general sense, the classical approach emphasizes that there is no innate bond between people. This presumption is known as "social atomism" often. Because people are inherently estranged from one another, only the organization—through its chain of command and sense of mission—can bring them together to form a single, effective, and logical working unit. It also makes the assumption that people are lazy, greedy, and disinterested in anything other than their own interests, which means that organizational unity and discipline can never be eased. Unfortunately, it is a must. An ideal workplace, according to classical management theory, is one that is based on three key ideas: hierarchy, specialization, and incentives.

Hierarchical Structure

Under the classical model, workplaces are divided into three distinct layers of management in a hierarchical structure. At the very top are the owners, board of directors and executives that set the long-range objectives for a firm. Middle management takes on the responsibility of overseeing supervisors while setting goals at the department level to fit within the confines of the managers' budget. At the lowest level of the chain are supervisors, who manage day-to-day activities, address employee problems and provide training.

Specialization

According to the traditional management approach, work is done on an assembly line where big jobs are divided into manageable chunks. Employees are aware of their responsibilities and often focus on a particular discipline. This reduces the need for workers to multitask while boosting productivity and efficiency.

Incentives

According to the conventional wisdom, compensation motivates workers. It contends that giving workers rewards based on their performance would make them work harder and produce more. Employers that can use incentives to encourage their staff may be able to boost output, efficiency, and profit.

1.3.1 Criticism/Critical evaluation of classical theory of organization:

i. Unscientific theories are empirical and are not put to a scientific test.
ii. Ignores the human element.
iii. Neglect of sociological and psychological aspects.
iv. Thinks that employees should only be motivated by money. doesn't hold that employees have an emotional bond with their employer, ignores the voluntaristic effects of social organizations on people.
v. The dynamism in organizational behavior cannot be explained by mechanistic theory, treats employees like mechanical parts.
vi. Instead of descriptive theory, normative or prescriptive aspects—i.e., "what should be"—are the main emphasis
vii. Views an organization as a system apart from its surroundings.
viii. Subjective nature of rationality, or how employees' organizational behavior differs from their actual conduct, is not taken into account.
ix. Pay attention to organizational structure.

The Classical Theory has often been criticized for not using recognized scientific procedures. The majority of this theory's tenets are derived from the adherents' own experiences and interpretations. "Without a scientific foundation, this idea is essentially a group of proverbs analogous to folk-lore and folk-wisdom," write Herbert G. Hicks and C. Roy Gullet.

Additionally, Herbert Simon criticizes parts of the tenets of this theory, notably the division of function, unity of command, and span of control tenets. Simon claims that division of responsibility and specialization may be based on function, process, goal, or location, using the four Ps. The Classical Theory, however, is unable to indicate which base is preferred in any specific circumstance. The "Principles of Administration" are just administrative proverbs, according to Simon.

Subra Mangam draws attention to another flaw in the Classical Theory. He believes it to be a skewed theory. It has a bias in favor of an organization's management component. It is focused on management-related issues rather than other organizational issues that affect men and other organizational levels.

The atomistic aspect of this idea has also been attacked. Instead of seeing people as integrated officials or fellow members of the organization, it takes an isolated view of them. It takes a static, mechanical, and rationalistic stance. This makes it unable to account for the dynamics of organizational behavior. It is more focused on the work than the people who do the job. The idea that people are just organizational cogs is prevalent. In other words, it fails to place any value on an organization's human resources.

Self-Assessment Exercises

1.5 Summary

Although the classical notions were developed in the first two decades of the 20th century, many active administrators still adhere to them today. It has significantly influenced the development of organization theory. The classical theorists have made an effort to identify the actual foundations upon which organizational job division may be carried out. In order to improve an organization's productivity and effectiveness, they have also worked to identify an efficient way to coordinate operations.

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1.7 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Administrative Theory
2. James Mooney and Alan Ruby
3. Human element
4. Primary components
5. Manageable chunks
6. Bureaucratic Theory
7. True
8. Organization
9. hierarchy of authority

UNIT 2 MAX WEBER'S BUREAUCRATIC THEORY

Unit Structure

2.1 Introduction

In Unit One we discussed Discuss Classical theory and Carry out Critical Evaluation Classical Theory of Organization. The present unit will discuss Bureaucracy, its Strengthened, Weaknesses of Bureaucracy and the Features of ideal type of Bureaucracy Function

2.2 Learning Outcomes

By the end of this unit you should be able to:

- Discuss the nature of Bureaucracy
- Define Bureaucracy
- Identify the Strength and Weaknesses of Bureaucracy
- Explain Features of ideal type of Bureaucracy Function

2.3 Nature of Bureaucracy

The term bureaucracy contains two parts: the first is bureau, which refers to a place of business or a division of government. The term "bureaucracy" refers to a certain kind of governance. Therefore, bureaucracy suggests a form of government in which state bureaucrats, rather than elected representatives, make the majority of the decisions. Therefore, bureaucracy is a kind of government that is controlled or administered by certain officials (Shambit, 2021).

Many people believe that the term bureaucracy comes from the widespread use of the French word bureaucratic in nineteenth-century French government. However, until the eighteenth century, the French system of government only knew the term "bureau," which denoted a covered writing desk.

The phrase thereafter became well known and used across Western Europe, particularly in Britain. Once again, several governments and administrative systems have adopted it and utilized it to administer their public administration while mostly maintaining the original meaning. The idea of bureaucracy was originally formally defined by the German sociologist and political economist Max Weber (Weber, 1978: 956–1005). According to Max Weber, bureaucracy is the most effective and reasonable method to organize human activity, and hierarchical hierarchies and systematic procedures are required to maintain order, promote efficiency, and eradicate partiality. However, Weber also believed that an unrestrained bureaucracy may threaten individual freedom by putting people in an impersonal "iron cage" of rule-based, logical control.

Vilfredo Pareto (1848–1892) is known for his work on the bureaucracy theory. The least we can do, according to him, is split society into two strata: a higher stratum, which is typically where the rulers are located, and a lower stratum, which is typically where the governed are found. This truth is so evident that even a novice observer may understand it at any moment. People or academics may not agree, according to Pareto. The reality is that people vary in terms of their physical characteristics, moral convictions, and intellectual abilities. This, in Pareto's view, is the fundamental element of bureaucracy (Sambit, 2021).

Pareto makes the further observation that there is administrative, relatively tiny elite everywhere that maintains its dominance partially via coercion and partially with the permission of the sizable subordinate class. Rousseau believed that all men could control a community, but Pareto has assumed that this is impossible. However, he has asserted that the agreement of the majority is concealed under minority control. The government is in charge of upholding the law and maintaining order in the nation, as well as guarding the nation's borders from outside attack. Additionally, it is in charge of developing and implementing its policies and programs for social advancement and economic growth. A group of skilled officers who are efficient, swift, just, and compassionate and who belong to several civil service disciplines are needed to operate a nation's administration effectively. The people who are a part of these governmental services are bureaucrats. These officials are notorious for operating in secrecy (Priyanshi, 2021)

These government employees not only extract subject-matter expertise from the source material, but also give it structure and dedication. Politicians come and go for a little time. Long-term bureaucrats are responsible for maintaining continuity in the country's government. Therefore, bureaucracy is a necessary component of every government. The relevance of administrative civil-services is growing daily due to its exclusive and specialized character of work and the necessity for more professional knowledge in administration to improve the quality of life (Priyanshi, 2021)

A bureaucracy is a method of administratively coordinating a large group of individuals who must cooperate. Bureaucracies are necessary for the operation of both public and private organizations, including colleges and governments. The definition of bureaucracy in its original sense, "ruling by desks or offices," emphasizes how impersonal bureaucracies are often. Even while bureaucracies may seem ineffective or wasteful at times, by clearly outlining everyone's tasks within a hierarchy, establishing a bureaucracy ensures that thousands of people work together in ways that are mutually beneficial. A bureaucrat's role is to carry out government policy, to put into action the laws and judgments made by elected authorities. While some bureaucrats write rules and regulations to carry out policy, others administer it to individuals directly. A distinct hierarchy, specialization, a division of labor, and a system of written rules, or standard operating procedures, are the four main features of bureaucracies.

2.3.1 Definitions of Bureaucracy

According to Max Weber, a bureaucracy is a highly regulated, impersonal organization. He also established the notion that an organization must be governed by well defined rules, regulations, and lines of power. Max Weber bureaucracy ideally has the following characteristics:

1. Specialization of labour
2. formal set of rules and regulations
3. Well-defined hierarchy within the organization
4. Impersonality in the application of rules

A complicated organization with numerous systems and procedures is referred to as a bureaucracy. Effectively implemented systems and procedures slow down decision-making. They are intended to preserve control and homogeneity inside the company. The procedures that are often implemented in governmental institutions and big organizations, such as businesses, are referred to as bureaucracies. The administration of the organization's rules and regulations depends heavily on its bureaucracy (Banton, 2021)

A management strategy that places an emphasis on a structured organization where roles and levels of power are established in accordance with official regulations is referred to as bureaucracy (Priyanshi, 2021).

According to Haveman and Kluttz (2016), the term "bureaucracy" refers to a specific type of organization in which technical specialists are assigned specific tasks and are expected to devote their full working capacity to the organization. The activities of this type of organization are regulated by logical rules, a defined hierarchy, and written documents. According to Bert, a bureaucracy is a certain kind of organization that is characterized by complexity, a clear chain of command, permanency, the division of labor, professional management, and hierarchical coordination and control. Compared to informal and collegial groups, it is distinct. Bureaucracy is best when it is impersonal, logical, and founded on laws rather than on affiliations with family, friends, patriarchal, or charismatic authorities. Both governmental and private entities use bureaucratic organization (Rockman, 2021)

2.3.2 Strength and Weaknesses of Bureaucracy

According to Max Weber (1978), Strengths and Weakness of a bureaucratic organisation are as follows:

Strengths

1. Strict guidelines for behavior, employment, and employee codes of conduct
2. Impersonal orientation
3. A particular area of expertise
4. Continuity in operational uniformity
5. Any management or organizational structure changes will have a less effect.
6. Task allocation that is rational
7. Labor division based on different specialized roles
8. It entails a career
9. Promotions are often determined on experience, technical proficiency, and knowledge.
10. Testing of credentials
11. Limited latitude for officers
12. Tenure with legal foundation
13. Periodic tests are conducted for educational and technical qualifications.
14. The established line of command and legal requirements

Weaknesses

a) Very less or often no space for creativeness or innovative inputs into the system
b) Highly rigid decision making system. Participation is based on defined authority
c) There is a severe lack of empathy or rationality.
d) The origination is highly regulated by set rules and regulations.
e) Productivity and efficiency are achieved through standardization of processes
f) Rigidly defined jobs, process , applications of technology
g) Slow reaction to unexpected crisis

h) Bureaucratic organizational step up is not suitable for industry or companies which are under great pressure to perform and compete in the market.
i) Neglecting group thinking and initiatives

2.3.3 Features of ideal type of Bureaucracy Function

Max Weber, a German social scientist, analyzed the formation and administration of enterprises. The main features of this approach are as follows:

1. Division of Work: There is division of work on basis of specialization of jobs in bureaucratic organizations. Each employee performs his specialized work in a predictable manner.
2. Rules and Regulations: Detailed rules and regulations regarding work behavior, rights and duties of employee are laid down. Rules are designed to ensure the consistency in work performance.
3. Hierarchy of Authority: Hierarchy in organizations is characterized by downward delegation of authority. Each superior exercises control over his subordinates.
4. Technical Competence: Selection and promotion of employees are based on the technical competence of employees. Training is also provided to familiarize the employees with the rules and administrative procedures of the organization.
5. Record Keeping: Every decision and action is recorded in its original as well as draft form.
6. Impersonal Relations: Superiors are formal in dealings with their subordinates

Self-Assessment Exercises 1

2.4 Summary

Weberian bureaucracy refers to the characteristics of an organization that Weber gathered to make an ideal sort of logical bureaucracy. The prescriptive parts of Max Weber's theory of bureaucracy continue to be a classic theory that governs the nature of organizations, as well as their structures and procedures. The unit examined the fundamental assumptions and constructs of Max Weber's rational bureaucratic organizations and their applicability in the modern era in the wake of the information, communication, and technological revolution that is reshaping the structure and processes in modern organizations. Weber has made methodological and empirical contributions to the social sciences in general and organization studies in particular.

2.5 References/Further Readings/Web Sources

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2.6 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Marx Weber
2. to put into action the laws and judgments
3. Vilfredo Pareto
4. Max Weber
5. False
6. True
7. True
8. Bureaucracy
9. Governmental and private

UNIT 3 THE SYSTEMS APPROACH.

Unit Structure

3.1 Introduction

The previous unit discussed one of the classical theories which is Marx Weber's Bureaucracy, it explored the nature of Bureaucracy, its definitions, strength and weakness as well as features. In this unit we will continues discussion on another important theory "the System approach"

3.2 Learning Outcome

At the end of this unit, you should be able to:

- Explain System approach
- State the importance of Systems Approach
- Identify the advantages and disadvantages of Systems Approach

3.3 Overview of System approach

This strategy is often referred to as the "Systems Approach." Ludwing Von Bertalanffy, Lawrence J. Henderson, W.G. Scott, Deniel Katz, Robert L. Kahn, W. Buckley, and J.D. Thompson were among its early contributors. They saw organization as an organic, open system made up of cooperating, interrelated elements, or "subsystems," The system approach views management as a system, or as "an organized whole," composed of subsystems that are integrated into a whole or in a systematic way.

Jason Gordon observes that the assumption that everything is interconnected and interdependent is the foundation of the systems approach. A system is made up of connected and dependent components that, when they work together, create a cohesive whole. A system is just a collection of elements or components that come together to produce a complicated whole. The Organization is seen as an Open System made up of Interrelated and Interdependent Parts that Interact as Sub-Systems by the Systems Approach to Management Theory, which is often recognized as the cornerstone of Organizational Development. The Organization is seen as an Open System made up of Interrelated and Interdependent Parts that Interact as Sub-Systems by the Systems Approach to Management Theory, which is often recognized as the cornerstone of Organizational Development.

These subsystems together form the organization's unified single system. A business, for instance, is a system that may have sub-systems for manufacturing, marketing, finance, accounting, and other things. As a result, rather of being researched separately from one another, the many sub-systems should be examined in the context of one another. These subsystems together form the organization's unified single system. A business, for instance, is a system that may have sub-systems for manufacturing, marketing, finance, accounting, and other things. The many sub-systems should thus be investigated in the context of their interactions rather than in isolation from one another (Gordon, 2022).

The systems theory approach is the way of looking at organizations as open social systems that must interact with their surroundings in order to thrive. Customers who buy the product or service, suppliers who provide the materials, workers who give labor or management, shareholders who invest, and governments who regulate are just a few of the key resources that organizations rely on from their surroundings. The fundamental function of public relations, according to Cutlip et al. (2006)is to assist businesses in adjusting and adapting to changes in their environment.

By adapting General Systems Theory to organizational behavior, Katz and Kahn introduced the open-systems method. Bertalanffy (1951) and Katz and Kahn (1966). By mapping the recurrent cycles of input, throughput, output, and feedback between an organization and its external environment, this technique pinpoints organizational behavior. Systems take information or resources in the form of input from the environment. The systems then internally digest the input, a process known as throughput, and release outputs into the environment in an effort to bring the environment back to balance. After then, the system seeks feedback to ascertain if the output was successful in reestablishing balance. As can be seen, the systems approach emphasizes long-term objectives rather than the short-term goals of the goal-attainment approach and focuses on the methods employed to ensure organizational existence.

Systems may be thought of either open or closed theoretically. In contrast to closed systems, open organizations engage in resource, energy, or information exchange with their surroundings. In actuality, social systems are often described as being either relatively closed or relatively open since no social system can ever be entirely closed or open. The degree of sensitivity to the external environment determines whether a system is closed or open. Open systems are responsive to environmental changes, while closed systems are unresponsive to environmental variations.

The systems approach is an outside norm that evaluates performance based on sustainability or long-term development. In order to "avoid the static implications of equilibrium and to bring out the dynamic, processual, potential-maintaining qualities of fundamentally unstable... systems," systems theorists refer to the steady state of effective systems as homeostasis. An organization is functional if it can sustain homeostasis, which encompasses both growth and survival. This viewpoint is more expansive and all-encompassing than the goal-attainment method because it goes beyond judging performance as the accomplishment of objectives set by powerful internal coalitions that may or may not be advantageous for the whole firm. Effectiveness is "how successfully an organization is serving the expectations of the many groups and organizations that are involved with its operations," according to Pfeffer and Salancik. According to systems theory, the most successful organizations change with their surroundings. The world's events that have any effect on an organization's operations and results are referred to by Pfeffer and Salancik as the environment. Environments may be described as "static" or "dynamic" depending on the situation. While dynamic settings are always in change, static environments are more predictable, stable, and have less variance. Organizations have a range of dynamic or static environments since surroundings cannot be fully static or continually changing.

To sustain homeostasis, organizations that operate in dynamic situations must be open systems. Dynamic environments provide a lot of confusion around what a company needs do in order to survive and develop since they are always changing. Information is the key to navigating uncertainty. An open organization keeps an eye on its surroundings and gathers data on environmental variations that are classified as input. You may consider input to be a kind of feedback. According to systems theorists, negative information is the most crucial since it informs the organization to issues that need to be fixed. Positive feedback informs the organization that it is doing something well and should intensify that activity; negative feedback informs the organization that it is doing something wrong and needs to make modifications to fix the issue.

The information is then organized and processed by organizations in order to provide answers or solutions to these changes. Open systems utilize information to react to environmental changes and make appropriate adjustments, as stated by Cutlip et al. in 2006. The modifications either impact the organization's process, structure, or both. Organizations have structures that define who they are, while they have processes that define what they do. The purpose of adjustments is to decrease, maintain, or increase variances. For instance, a company may decide to downsize in order to maintain its competitiveness. Other businesses could alter their procedures to comply with fresh environmental regulations. Throughput is the process of combining positive and negative input to respond to environmental change. The organization examines the information it receives and strategically tailors it to fit with its aims, values, and the context of its relationships with the public.

An organization's activities and communications serve as its output after it makes environmental adjustments. The auto industry continuously tempts people to sample the newest models in the hopes that it has adjusted to shifting expectations. Numerous automakers have recently tried to portray their goods as "green" or ecologically friendly. However, messages alone are insufficient. If the automobiles are not really more environmentally friendly, then these statements will ultimately reach skeptics and tarnish the organization's reputation. A company asks for comments to determine how successful its production is. The procedure is continued until the right answer is determined if its actions and words were ineffective. The organization will ultimately vanish if it cannot adapt to the changes in the environment. A systems-oriented company's public relations specialist continuously emphasizes feedback as a metric for gauging the effectiveness of the organization.

A public relations specialist may develop procedures for routine feedback to the organization, aligning it with the needs of the public in its surroundings, by using the academic notion of systems theory. This idea may be helpful in comprehending how research and feedback play a part in developing a properly thought-out and coherent approach (the throughput stage of information in systems theory). The conceptualization and justification of the public relations department's research budget, as well as the necessity of making choices that strategically align an organization's public communications with the information that the public needs, are aided by the information analysis and strategy creation process known as throughput. By putting this strategy into practice, public relations is prevented from being employed as a straightforward publicity function and is instead integrated into the strategic planning process.

3.3.1 Importance of Systems Approach

The systems perspective is crucial because it offers the wider picture. It views each division and subsystem as providing something to the greater organization. Organizational success is measured on a whole rather than by the performance of one department over another. Let's look at an example. If a corporation has a sales-related problem that we only view as being handled by the sales department rather than by all the departments working together, we may not be able to solve the problem successfully.

A solely sales-oriented approach will put additional pressure on the sales staff to grow sales, which will negatively impact the customer experience as the sales department will make every effort to up-sell or cross-sell. But if we take a systems approach and look at the issue of sales from a broad perspective, we can discover that poor product quality, insufficient product promotion, or a lack of post-purchase support may be to blame for a decline in sales.

The business may therefore concentrate on its overarching objectives and strategy to ensure the production of high-quality goods and services and a positive customer experience. That will assist the firm as a whole, not only with the sales issue.

A systems perspective helps understand how each component functions and how it contributes to the whole system.

3.3.2 Advantages and disadvantages of Systems Approach

a) Advantages

The benefits of this approach are:

1. It helps to see the problem at holistic level and resolves the issues
2. Systems approach helps understand the problem in a better way and comes up with more efficient solution
3. It clearly defines the scope or the boundary for systems and problems where in influence of internal and external factors can be seen

b) Disadvantages

This approach has its disadvantages:

1. Sometimes problems are too complex and needs focus on the sub-systems rather than keep seeing system as a whole.
2. While designing from bottom to top, focus on sub-systems is required and important details can be left in case focus is only kept on overall system
3. Many a times while solving a specific issue leads to focus on a component and not on overall system

Self-Assessment Exercises:

3.4 Summary

Everywhere you look in our world, systems theory is present. It has been used in research and medicine to comprehend the human body better. It helps businesses perform better and produce better results in the business sector. Employees are more concerned with reaching a shared objective for the organization under the systems approach to management than they are with operational results. The approach represented a fundamental break from classical management thought, which saw companies as simply understood basic machines. Understanding issues like organizational behavior, organizational change, and organizational development is made easier by this idea.

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3.8 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. True
2. Open System
3. Systems theory approach
4. True
5. Feedback
6. Development
7. Homeostasis
8. Issues
9. Communications

UNIT 4 UNIVERSAL DESIGN THEORY

Unit Structure

4.1 Introduction

The previous unit discussed System approach, the importance of the approach as well as advantages and disadvantages of Systems Approach. In this unit we will discuss Universal design theoryand their application in administration and management

4.2 Learning Outcome

By the end of this unit you should be able to:

- Discuss the nature of Universal design theory
- Discuss Universal design in Management and Administration
- Highlight Principles guiding Universal design

4.3 Nature of Universal design theory.

A design concept called Universal Design Theory (UDT) strives to increase accessibility for individuals with impairments. The fundamental tenet of UDT is that everyone must have access to a product in order for it to be utilized by as many people as possible (Pelze , 2022). A broad variety of individuals, regardless of age, size, or handicap status, may use physical, learning, and working settings that have been designed with universal design in mind..While universal design encourages accessibility for people with impairments, it also has advantages for others. The goal of universal design is to improve everyone's quality of life. It is environment-driven. The defining characteristics of the design approach have become fixtures in society, such as the automated sliding doors in malls, the ramps and step-free entrances to buildings, the multi-sensory interactive public maps and directory systems, and the different levels at counters. The stigma associated with disabilities is lessened through universal designs, which also level the playing field for society in terms of use. Because a universal design focuses on universal usability, customized programs and services shouldn't need to be particularly created for society. This design method also has a favorable influence on the economy.

The term "universal design" was coined by the architect Ronald Mace to describe the concept of designing all products and the built environment to be aesthetic and usable to the greatest extent possible by everyone, regardless of their age, ability, or status in life

Design science research (March and Smith 1995) is a generative mode of research. Design Science Generative research means that scientific discoveries proceed from the design and creation of artifacts, and from evaluation of such artifacts in use. Design scientists create knowledge by generating designs, generating artifacts from these designs, and studying these artifacts in practical usage. Design science operates with prescriptive rather than descriptive theories because the nature of designs is action oriented. This action orientation arises because designs show how we “do things.” Design theories fundamentally relate a general class of design problems with a general class of design solutions.

Design science research has great potential value for management and information systems. It offers a possible improvement in the usefulness of research for management, which is regarded by some authorities as a problem: “academic management research has a serious utilization problem” (van Aken 2004, p. 219). From this perspective, management research results are too descriptive and historical. For reflective studies for managers facing current problems, the direct usefulness of such histories is questionable. Post mortem analyses of last year’s decisions are less relevant than help and advice for the issues managers face. If management research became less descriptive and more prescriptive, and less historical and more design-oriented, the utility of management research could be increased dramatically. Management research could lead to a new form of theory, a design theory consisting of “field-tested and grounded technological rules” (van Aken 2004, 2005b). This notion constitutes a design science research approach to management.

4.3.1 Universal design in Management and Administration

Management not only involves administering process improvement efforts, but also deciding which of these myriad approaches should be used to frame the effort within the product development organization at hand. This approach selection process can be viewed as a design problem because it is concerned with the adaptation of available means to an environment (Simon 1996).

Improving organizational processes and managing product and process quality is a particular area where advice for managers is urgently needed.

The basic assumption made in this arena is that the quality of products and services is a direct result of the quality of organizational processes. The principle is simple and proven: Improve the organization's processes, and the goods and services it produces will also improve. Here design theories could prove highly practical as well as academically novel. The "big three" approaches to process improvement are the general International Standards Organization (ISO) standards for quality management systems (ISO 9000), the more technical and product-development oriented Capability Maturity Model (CMM), and the more specific ISO standards for process improvement

4.3.2 Principles guiding Universal design

The result has been used globally ever since:

1. Equitable Use
   The design needs to be useful and marketable to individuals with diverse capabilities, and should provide the same means for all users. It should still be appealing and avoid segregating or stigmatizing its users.
2. Flexibility in Use
   The design should accommodate a wide range of user preferences and user abilities. There should be a choice in the methods of its use, and should facilitate accuracy and precision, as well as provide adaptability according to the user's pace.
3. Simple and Intuitive Use
   The design should be understandable, regardless of the user's experience, skill-set, or concentration level. It shouldn't be unnecessarily complex, and needs to be consistent with expectation, information, and provide effective feedback.
4. Perceptible Information
   The information the design communicates should be effective, regardless of the space, conditions, or user's sensory abilities. It should be legible and utilise different modes, (pictorial, verbal, tactile) and be compatible with techniques and devices.
5. Tolerance for Error
   The design should minimise hazards or any unintended actions. This can be achieved by arranging elements by the most used and most accessible, with any harmful elements eliminated. Warnings should be provided.
6. Low Physical Effort
   Minimum fatigue should be achieved during the design's use. It should be efficient, comfortable, and avoid repetition or any forced uses.
7. Size and Space for Approach and Use
   Appropriate size and space need to be provided for its use, regardless of the user's mobility or size. Clear sight levels should

be facilitated, appropriate levels for reaching, accommodate variations in grip, and provide sufficient space for the use of assistive devices and external help.

Universal design principles can be applied to many environments, products, and services, including learning environments, resources, and methods of instruction.

Self-Assessment Exercises:

4.4 Summary

4.5 References/Further Readings/Web Sources

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4.6 Possible Answers to Self-Assessment Exercises 1 (SAEs)

10. Universal Design Theory (UDT)
11. True
12. True
13. Descriptive theories
14. Management and information systems
15. Flexibility in Use
16. True
17. User's sensory abilities
18. False

UNIT 5 SITUATIONAL DESIGN THEORY

Unit Structure

5.1 Introduction

In unit 4 we discussed the nature of Universal design theory, Universal design in Management and Administration as well as Principles guiding Universal Design theory . In the present unit 5 we will discuss the nature of another theory called situational Design Theory, it nature and application in Management and Administration

5.2 Learning Outcome

At the end of this unit, you should be able to:

- Discuss the nature of Nature of Situational design theory
- Discuss Universal design in Management and Administration
- Highlight Principles guiding Universal design

5.3 Nature of Situational design theory.

This theory emphasizes the human aspect of the organization. There are several sub-streams, such as Behavioural Approach, Systems Approach, Structural-Functional Approach, Human Relations Theory and other Paul Hersey and Ken Blanchard developed the situational theory, sometimes known as the situational leadership model, while working on Management of Organizational Behavior. "Life cycle theory of leadership" was the name given to the idea when it was originally presented. The leadership life cycle theory was renamed "Situational Leadership Theory" in the middle of the 1970s. The model developed by Hersey and Blanchard is seen as a component of the wider situational and contingency theories of leadership, which also include Fiedler's contingency model of leadership situations. There is no one optimum style of leadership, according to the situational leadership theory. As opposed to the permanent talents or traits of the leader, what constitutes the most successful leadership style varies on the context of an organization, including the tasks or challenges at hand. There is no one "best" approach to manage a team, according to the fundamental tenet of situational leadership theory. In other words, depending on the circumstance, you should modify your leadership approach. In further detail, it depends on the "maturity" of the particular follower you are attempting to sway (Thompson & Vecchio, 2009).

By acknowledging that there are many different ways to solve a problem and that leaders must be able to evaluate a situation and the maturity levels of subordinates in order to determine which approach will be the most effective at any given time, the situational approach to leadership also avoids the pitfalls of the single-style approach. Therefore, situational theories pay more attention to the intricacy of dynamic social circumstances and the many actors playing various roles that will eventually influence the result.

The foundation of situational theories of leadership is the idea that the best leadership approach varies depending on the circumstance. A leader must be able to modify his style and strategy to fit various situations if he is to be most effective and successful. For instance, some workers perform better when their manager has a more dictatorial and authoritative style. Others will have a better chance of success if the leader can take a back seat and rely on his team to make choices and carry out plans without direct supervision. Similar to the previous point, not all corporate environments and industry types call for the same set of abilities and leadership qualities. While innovation is highly valued in certain industries, personal charm and a strong customer relationship are significantly more crucial in others.

5.3.1 Situational design theory in Management and Administration

According to the situational theory of leadership, leaders should use a variety of leadership philosophies depending on the circumstances and the degree of team member growth. It is a successful leadership style because it adjusts to the requirements of the team and creates a win-win situation for the entire business.

Leadership style

Depending on the situation, many leadership philosophies are successful, according to Blanchard and Hersey. One-way communication is included in "telling," where a leader only issues orders. Giving orders is a part of "selling," but it also requires having a dialogue and defending choices. Actual discussions on the best course of action between management and staff constitute "participating." Allowing certain employees, other than the management, to genuinely make their own decisions based on judgments is referred to as "delegating.”

Maturity Levels
Hersey and Blanchard's paradigm has four main maturity levels. M1 defines workers who are incapable of accepting responsibility and who lack even the most fundamental abilities necessary to perform their jobs. M2 refers to workers who possess some of the fundamental skills but are unable to accept full responsibility. M3 refers to workers who are competent and experienced but lack the confidence to assume full responsibility. M4 refers to workers who can assume full responsibility..

Motivation Cycle
A competent leader can negotiate and guide their team through the four phases of the fundamental motivation cycle described by Blanchard and Hersey. D1 concerns employees who are incompetent and unmotivated. D2 features employees who are highly motivated but lack competence. Workers in D3 are highly competent yet under motivated. D4 calls for highly competent and highly motivated employees. The employees will be at various stages of this fundamental cycle.

Motivation
Motivation is a crucial component of management, according to Blanchard and Hersey. The finest managers discover strategies to appeal to the distinctive psychology of the people they are working with rather than repeating themselves after a predetermined script. Different employees will require different motivational approaches due to their varied demands. The goal of situational leadership theory is to promote a more natural method of managing.

Self-Assessment Exercises

5.4 Summary

The unit was concluded by discussing situational design theory. The theory as discussed is very important in administrative and management sciences. According to the situational theory of leadership, leaders should use a variety of leadership philosophies depending on the circumstances and the degree of team member development. It is a successful leadership style because it adjusts to the requirements of the team and creates a win-win situation for the entire business. People of all abilities can live freely thanks to inclusive design solutions created through universal design, which also encourages usability and accessibility. The availability and use of goods, services, and surroundings can have an impact on a person's capacity to maintain as much independence as feasible.

5.5 References/Further Readings/Web Resources

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5.6 Possible answers to Self-Assessment Exercise

1. Paul Hersey and Ken Blanchard
2. 1970s.
3. Situational leadership theory
4. Single-style approach
5. True
6. True
7. M3
8. A competent leader , Blanchard and Hersey
9. Management

MODULE 3 HENRI FAYOL'S PRINCIPLES OF MANAGEMENT

In the previous module, we discussed Classical theory and its Criticisms, Max Weber's Bureaucratic theory, the Systems Approach, Universal Design Theory and Situational Design Theory. The present module discussed Henri Fayol's principles of management - universal truths: Division of work, Authority, Discipline, Unity of command, Unity of direction, Subordination of individual interest, Remuneration, Centralization, Scalar chain, Order, Equity, stability of tenure, Initiative, and Esprit de corps. Functions of managers: planning, organizing, commanding, coordinating, and controlling

You are advice to study each of the unit carefully as you are expected to answer some questions to evaluate your understanding on the various issues as discussed. Possible answers to the questions are provided under each of the at the end

UNIT 1 FAYOL'S PRINCIPLES OF MANAGEMENT I (DIVISION OF WORK AND UNITY OF COMMAND)

Unit Structure

1.1 Introduction

The previous unit discussed situational design theory, the importance of the approach as well as advantages and disadvantages of Systems Approach. In this unit we will discuss base our discussion on two Henry Fayol's Principles of Management principles namely: Division of Work and Unity of Command.

1.2 Learning outcome

By the end of this unit you should be able to:

- Discuss Henry Fayol's Principles of Division of work
- Examine the Unity of command Principle

1.3 Principles of Division of work

This is Henry Fayol's initial guiding premise. According to this principle, employees perform better at work when their tasks are allotted in accordance with their areas of expertise. Therefore, breaking down the labor into smaller components ends up becoming dominating. Staff members do specialized responsibilities not just once, but also on a regular basis, hence specialization is vital (Uzuegbu & Nnadozie, 2015). Both businesses with a large workforce and those with a small workforce may use it. The idea behind this rule is that tasks should not be focused on a small group of persons who are not capable of handling them. This rule also means that it's important to avoid diluting work by assigning it to too many persons at once. It ensures optimal labor use and maintains their concentration and diligence. Fayol stated that efficiency and effectiveness may be attained if one staff member is doing one thing at a time and another is doing something else, according to Achinivu et al. (2017).

There are work divisions in startups.
However, as shown in the many companies that were examined, Work is divided into departments, starting with the finance department, which handles all financial transactions and records financial statements so they can forecast the organization's financial position. As the principle foretells, not everyone in the department will perform the same tasks; some may be assigned to handle bank-related tasks, others to prepare vouchers, and still others may be in charge of disbursements. The Head of Department is responsible for allocating work within their department to staff members based on their areas of expertise. The administration department, which the majority of corporations classify as both admin and human resource, is another feature of these firms. Staff in this division specializes on employee welfare, document filing, and job distribution in accordance with management directives. Then there is the marketing and sales division, which employs specialized employees to sell and encourage sales of the business's goods. Since they are startups, the majority of them heavily rely on the marketing department, which defines the size of their client base and how far their product may go in the market. The quality of the final product is improved by dividing the job among the employees.

According to Henri Fayol, specializing in a field of work boosts output and boosts effectiveness. The division of labor also encourages employees to specialize and improves their accuracy and speed. Both management and technical tasks may benefit from this idea. The division of labor is the arrangement of duties given to and carried out by a team of employees in an effort to boost productivity. Division of work, commonly referred to as division of labor, is the process of breaking down a project into a variety of smaller jobs that together make up the larger activity. This implies that any number of processes may be required for the completion of a single task. According to this theory, each of the plans should only have one head, one aim, and one plan. Naturally, organizations function according to predetermined goals (Drucker, 1954, cited in Uzuegbu & Nnadozie (2015)). However, this should not be confused with departments and units that seem to have separate goals. Fayol was referring to the fact that an organization would inevitably have core goals that must be pursued, as well as departmental and unit goals that must also be attained in order to accomplish the united aim.

1.4 Unity of command,

According to Fayol, each employee or subordinate should report to a single manager. The rule of unity of command is broken when a worker receives directives from two superiors at once. Simply said, workers should only report to and receive instructions from one supervisor. This idea was crucial in Fayol's opinion. He believed that if it were broken, stability would be at jeopardy, discipline would be compromised, and authority would be compromised. When work is done in groups and teams, as is the case in the majority of organizations today, it simply means that each group has a coordinator or supervisor from whom instructions are received. Additionally, this coordinator is not the only or primary manager (Uzuegbu & Nnadozie, 2015). In line with current realities in many organizations, their study argued that this principle is rigid and requires modification. They felt that Fayol "was not explicit to show if it means that only one person can give orders or whether two or more persons can give instructions/directions to employees but not at the same time." In certain organizations, team members would likely follow orders from many coordinators or supervisors at once, for instance, the head of administration may direct the financial team. As a result, it is common for staff members to receive orders from supervisors outside of their departments or immediate divisions (Nwachukwu, 1988).

According to (Uzuegbu & Nnadozie, 2015), which depicts typical scenarios in many companies, work is done in groups and teams, which implies that each team will have a supervisor who issues instructions. The fact that most startups have a small but manageable personnel base and a tendency to cooperate with one another, with members of upper management being involved in the operational side of the business, was another finding.

Teams should be working together with a single goal and a single strategy while being led by a single manager. "It is the condition necessary to unity of action, coordination of power, and concentration of endeavor," according to Fayol. According to Shawn Grimsley, the unity of command concept, which states that each employee should only report to one supervisor, is a fundamental component of management philosophy. Study the meaning and significance of unity of command, the guiding principles of this management style, and the link between position and authority. The term "unity of command" refers to following a single superior's commands. According to Fayol, "uncomfortability manifests itself as soon as two superiors assert their authority over the same individual or department. Conflicts arising from dual command are constant. According to this theory, a person should only receive commands from a single superior in order to avoid confusion and successfully carry out his obligations.

According to this theory, a person should only report to one employer so that he or she may grasp what has to be done and carry it out methodically and more effectively. If a person is given instructions from more than one employer, he will undoubtedly get confused about his duties and be unable to complete even a single task because he will be faced with the question of "whom should he follow?" Consider becoming the CEO of a Silicon Valley-based technology company as an example. While the board of directors of your firm oversees policy decisions and strategic planning, you solely report to the chairman of the board in accordance with the unity of command principle.

When there are several bosses, ego conflicts between the bosses might occur because each one wants his subordinate to carry out his commands. This ego conflict issue also leads to contradictory circumstances inside the company, which impedes its ability to flourish. To show how unity of command works from the bottom up, let's take a moment and climb a corporate ladder. Assume you are a brand-new systems analyst at the IT firm. For better or worse, you are at the bottom of the ladder and have no authority over anybody. You do, however, have a supervisor for your unit who reports to her department manager. The CEO is responsible for the department manager. The board of directors' chairman is the CEO's subordinate.

In order to prevent disagreement, orders and directives come from a single source, and employees never get instructions from more than one person at once. Additionally, no employee accepts direction from anybody other than their immediate boss. This may sometimes be a little hazy. Fayol did not make it clear if this meant that just one person could issue commands or whether two or more people could do so, but not simultaneously. If the former is true, this concept has to be modified since it is dogmatic and does not take into account the reality that many organizations are facing right now. Given that work is often done in teams and groups in most organizations nowadays, this merely implies that each group will have a coordinator or supervisor who issues instructions. Additionally, this coordinator is not the only manager or overall boss. Similar to this, employees of a certain work team in some complicated businesses would probably follow directions from many coordinators at once. For instance, the head of a financial department may train personnel about finances, and the head of an electrical department can instruct workers regarding electricity as well, and vice versa. As a result, it is common for employees in both big and small organizations to get orders from superiors outside of their local units, sections, and departments (Nwachukwu, 1988). In today's world, organizations ranging from the military to government agencies and businesses, small businesses all the way up to multinational enterprises, use the notion of unity of command. Understanding unity of command can help you better grasp how many commercial and public organizations function, which might help you become a better employee or manager.

There have been many arguments made against this idea, and one of them was offered by experts like Dimock and Dimock. According to them, the idea will have some practical significance if the organization is tiny, meaning it may or may not be put into practice. The unity of command has been successfully applied in the military sector as well. The notion, however, cannot be used in general public administration or civil administration. There isn't just one individual in charge, especially if the organization is big.

A worker can be required to serve more than one master, in which case he will follow their instructions. This has to do with how one management is structured. In such case, a worker cannot claim that he would only obey one boss' orders and not those of other bosses. Many organizations have a set of supervisors who are all permitted to give orders. In such an organization, the unity of command concept will lead to confusion. Some claim that major organizations were nonexistent during Fayol's time.

This principle also has another problem. It is important to adhere rigorously to the coordination concept for better or more effective management. However, some detractors claim that the coordination is irrelevant to their principles. The division of labor or division of task is truly observed in contemporary organizations. However, a lot of detractors contend that the division of labor or task and unity of command are incompatible. The organization is becoming bigger every day, and against this backdrop, the usefulness of this idea is rapidly dwindling. All the departments of an organization must work in precise and efficient coordination.

Simon has harshly criticized this idea in his Administrative Behaviour. He rejects the notion that the organization will be run more effectively and with better management if the unity of command concept is honestly upheld. The concept itself is overstated. According to Simon, a variety of elements affect a management's effectiveness and one of them is the unity of command. But this one is not crucial. Simon has added that the well-known specialization principle is violated by the unity of command. Let's quote him: "This idea's main flaw lies in its incompatibility with the principle of specialization."

It is believed that both specialization and unity of command are essential for the better administration of any contemporary organization, and that they cannot both exist at the same time. He has also noted that the unity of command is an excessively simplistic idea. Applying it in modern organizations would be impossible. According to Simon, management will be difficult in situations where there is a conflict between specialization and unity of command. It has received criticism from Peter Self in a different way. He claims that the notion is "unworkable" in its entirety. Watch what he says, shall we? The modified unity of command model is more often accepted in theory, but in practice, line supervisors' coordinative and arbitrative authority is frequently far less than what the theory predicts. Unity of command often signifies little more than the availability of conflict resolution mechanisms.

Positive impacts of this principle:

1. Prevents dual subordination;
2. Easy to fix responsibility to an individual;
3. Harmonious and cordial relation among the management and the employees; and
4. Performance of the employees will increase

Self-Assessment Exercises (SAEs)

1.5 Summary

Division of Work and Unity of Command .are major components of Henry Fayols Principle of Management. The two principles makes positive impact in an organization when adopted

1.7 References/Further Readings/Web Sources

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1.6 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Division of work
2. True
3. efficiency and effectiveness
4. The employees.
5. Single manager
6. Single strategy
7. True
8. Orders and directives
9. unity of command

UNIT 2 FAYOL'S PRINCIPLES OF MANAGEMENT II (AUTHORITY, DISCIPLINE AND UNITY OF DIRECTION

Unit Structure

2.1 Introduction

The previous unit discussed situational design theory, Henry Fayol's Principles of Management principles namely: Division of Work and Unity of Command. Their importance in an organization was discussed. The present unit will discuss Principles of Authority and Responsibility, Discipline principle and Unity of direction principle and their importance in an organization.

2.2 Learning outcomes

By the end of this unit, you should be able to:

- analyze Henry Fayol's Principles of Authority and Responsibility
- evaluate Discipline principle
- Unity of direction principle

2.3 Principle, Authority and Responsibility

According to Fayol, "Responsibility is the consequence of authority and authority is the right to make instructions and receive compliance." Authority is the ability to make choices, and responsibility is the duty to complete a task that has been delegated to you. Fayol believes that there should be a balance between authority and responsibility; for example, if an employee is given a duty, he should also be given the necessary power to carry it out effectively, and vice versa. Offering responsibility without giving authority increases the possibility of power abuse, while giving responsibility without giving authority prevents workers from carrying out their duties effectively. The outcome of power is responsibility, claims Fayol. It is an inevitable outcome of authority and is really another facet of power; anytime authority is exercised, responsibility is born.

Fayol's concept of authority further argues that although managers have the power to direct staff members, they must also accept accountability for the results. According to this idea, managers must have the power to direct their staff to carry out tasks and hold them responsible for their decisions. Fayol suggests this for managers and it is both formal and informal. The informality (the authority) may be connected to the manager's freedom to command, instruct, appoint, direct, and guarantee that his or her obligations are effectively carried out. The formality (the responsibility) lies in the organisation's expectations for the management. Once again, the two serve as checks and balances on the manager, who must not misuse his position of authority (authority). It must be used in conjunction with the associated obligation.

Fayol therefore considered that a manager should have power supporting him to carry out his obligations because a manager must be accountable for his duties. This is true, and it's very important for an organization to succeed (Pathak, 2014). The idea also assumes that everyone involved in an activity should be working toward the same objective. This implies that everyone employed by a firm should have the same objectives and driving forces that will make work simpler and make achieving the stated objectives easier. Only a select few, according to Fayol, have the authority and obligation to issue commands. One of the main mistakes made by big businesses is having too many people in management, which leads to conflict. When a select few individuals have the ability to vote, the procedure is carried out and authority is transferred down the chain. With such power comes accountability. Fayol thought that as a manager must be accountable for his obligations, he should also have power to carry them out (Achinivu et al., 2017)

2.3.1 Discipline Principle

This idea encourages the establishment of clear rules and regulations with the goal of fostering excellent employee compliance and discipline. In the form of appropriate attire, courteous interactions, and other behaviors, it is often one of an organization's basic principles. This idea is crucial and is compared to the engine oil that keeps an organization running properly. It should go without saying that management is in charge of how discipline is maintained in a workplace. This discipline after promotion extends all the way to the last employee in the employee chain. Fayol noted the innate human propensities toward lawlessness and discerned the degree of organizational chaos that may arise if workers are not firmly governed by management's rules, norms, and regulations. According to

(NCERT, 2015), effective discipline calls on excellent supervisors at all levels, transparent agreements, and selective use of sanctions. This is accurate, and organizations have long used employee control as a consequence.

The presence of compliance, application, activity, conduct, and outward displays of respect in conformity with the prevalent norms in an organization is discipline (Gazendam, 1993). According to Fayol, discipline is measured in relation to accepted norms: According to Fayol, the general public believes that discipline is necessary for an organization to function well, particularly military organizations, and that without discipline, no business can succeed. In doing so, he tacitly advances his own claim that companies must practice discipline in order to function well. When he claims that weak leadership, rather than the generally undisciplined character of people who are being led, is to blame for lack of discipline, his argument takes a novel turn. Qaiser, et. al. (2012).

Fayol (1956) analyzes the circumstances for discipline and comes to the conclusion that the best approach to achieve and maintain discipline is to have excellent leadership at all levels of the company, equal compensation regulations, and strategically implemented consequences for unruly conduct. Gazendam (1993). The generalization regarding disciplines is that they are necessary for the efficient operation of a company and that no firm could survive without their standards, consistency of activity, adherence to norms, and ideals. This implies that compliance with established agreements between businesses and their workers, as well as the display of respect and obedience, are followed. According to Kochhar (2002), maintaining order is the most important part of running a secondary school. "Discipline consists in the subjection of one's emotions and abilities to a rule which imposes shape upon chaos and produces efficiency and economy where there would otherwise be ineffectiveness and waste," he said.

Need for Discipline in an Organization

1. Discipline is important for the child's personality development, for providing him a sense of security, self-assurance, and awareness of the limits of his freedom.
2. The instructor needs discipline as well. The right circumstances must exist before he can educate his kids. Excellent circumstances are just as important for competent instruction as good instructors and good ideas.
3. If administration is seen as all that administrators do in order to create an environment that is conducive to learning, it becomes clear that maintaining discipline is one of his main responsibilities.
4. Society as a whole expects students to be disciplined. Without healthy discipline, society cannot achieve its goals and ambitions.

2.3.2 Unity of Direction

A team management concept called unity of direction makes the assumption that all team members should have the same goals in mind so they may work together using a single strategy to achieve those goals (Costa, 2015). A group of workers with a shared aim should be led to accomplish that goal by a single manager, according to the concept of unity of direction, which is also known as One Head and One Plan. There must be a single strategy for collective labor and a single coordinator to manage all of the unit's members. In an organization, everyone should be moving in the same direction and toward the same goals via coordinated and concentrated activities. Every collection of activities with the same goal needs a single leader and a single strategy. This idea guarantees cooperation and unity of effort. Organizations function based on predetermined goals (Achinivu et al., 2017). This management philosophy works well to promote cooperation and consistency among the workforce. The combined efforts of a group encourage efficacy, minimize job duplication, and complete the task quickly by cutting down on waste. It is typical for a corporation to have many departments and staff groupings. Different groups each have their own objectives for why they were created. The manager's responsibility is to recognize these groups and their shared goals, merge them into one unit, create a strategy that best matches their goal, and guide them toward success.

Everybody has their own goals. It is expected of every employee to accept business goals. Adopting team goals is expected of every team member. Each participant is free to choose their own goals for their participation in the team. Typically, these disparate sets of goals are not entirely compatible. When competing goals exist, each person must decide which should be accomplished. In order to maintain unity of purpose, it is assumed that each team member would prioritize team goals in the event of a disagreement. The team should be appropriately formed (team is more than just a collection of random individuals) and trained in order to establish unity of direction (Hambley et al., 2007).

2.3.3 Importance of the unity of direction principle in an organization

To preserve cohesion in activity or operation at work, the notion of unity of direction is crucial. It aids in maximizing a team's effort and effectively achieving the goals.

The organization's members may all be guided by the concept of unity of direction in the direction of the organization's goals or a shared aim. Employees are motivated to accomplish the organization's goals through a shared sense of direction. Every department in an organization has its own techniques for contributing to the success of the business, and it is believed that such a contribution can only produce the desired outcomes and serve the purpose for which the company was established. The concept of unity of direction is the only way for the organization, whether it has financial or non-financial motives, to accomplish its predetermined goals. For instance, if an organization is motivated by a desire to provide social services, its personnel should seek to further those interests.

They can achieve their shared goals by following a single strategy that establishes consistency and coordination across all of their actions. The attainment of the company's goals without difficulty or duplication of numerous tasks is made possible by the unity of the direction. Without unity of direction, team members' efforts may be ineffective, and they may fail to establish unity of action. This hinders unity of command (Sujatha, 2016).

They can achieve their shared goals by following a single strategy that establishes consistency and coordination across all of their actions. The attainment of the company's goals without difficulty or duplication of numerous tasks is made possible by the unity of the direction. Without unity of direction, team members' efforts may be ineffective, and they may fail to create unity of action, which does not support unity of command.

Building effective and more efficient businesses requires a cohesive vision. Thus, the one head, one plan idea of the unity of direction principle makes it feasible to operate the numerous subsidiaries' functions consistently. It directs and leads the workers toward a shared goal with clearly defined strategies and goals; it greatly lowers resource waste and confusion in the workplace; it encourages employee discipline; and it lessens workplace disputes, all of which contribute to lower employee turnover (Sujatha, 2016).

Self-Assessment Exercises (SAEs)

2.4 Summary

In this unit the importance of Authority and Responsibility, discipline principle and unity of direction as espoused by Henry Fayol were fully discussed. Furthermore the importance of unity of direction principle in an organization were also discussed. It is established that in the discussion that employees are motivated to accomplish the organization's goals through a shared sense of direction.

2.5 References/Further Readings/Web Sources

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2.6 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Responsibility
2. True
3. True
4. Authority and obligation
5. False
6. Discipline
7. Fayol (1956)
8. Unity of Direction
9. Crucia

UNIT 3 FAYOL'S PRINCIPLES OF MANAGEMENT (SUBORDINATION OF INDIVIDUAL INTERESTS, REMUNERATION, CENTRALIZATION AND DECENTRALIZATION, SCALAR CHAIN)

Unit Structure

3.1 Introduction

The previous unit we discussed Principles of Authority and Responsibility, Discipline principle and Unity of direction principle and their importance in an organization. This unit will continue discussion on Principle of Subordination of Individual Interests, Remuneration, centralization and decentralization as well as Scalar Chain Principles.

3.2 Learning outcomes

By the end of this unit you should be able to:

- evaluate Principle of Subordination of Individual Interests
- analyze Principle of Remuneration
- evaluate Centralization and Decentralization principle
- analyse Scalar Chain principle

3.3 Subordination of Individual Interests to Organization's Interests

One of Fayol's fourteen administrative principles is the subordination of individual interests to general goals, which states that any individual interest at odds with an organization's interest must be given lower priority. The company has to figure out how to balance competing organizational and individual goals.

According to this idea, the greater good always outweighs personal interests. Additionally, the manager must make an effort to combine the organizational aim with the individual goal in a way that will effectively and efficiently achieve both goals. The manager gives the workers instructions so they may work toward their goals and eventually accomplish the organizational goal.

Each and every person who enters the company has certain goals and expectations. And everyone strives to accomplish his goal. There is no issue if an employee's goals are directed toward achieving the overall organizational goal; however, if the employee has a goal that pushes him in the opposite direction of the organizational goal, the manager must attempt to balance the objectives of both the organization and the individual in order to succeed. The manager must work to accomplish the corporate goal in a way that simultaneously advances each employee's personal goals.

All of this results in employee satisfaction, which supports the maintenance of friendly relations between the staff and management. Additionally, this helps to boost staff productivity and promotes harmony within the workplace

3.3.1 Remuneration

Every person enters an organization primarily with the intention of making a living. He is able to meet his basic necessities and other obligations thanks to the pay or compensation he receives for his profession. To make him happy and enable him to work more effectively, his compensation or salary must be equivalent to the job that he has completed. According to Fayol, each employee has to get a fair wage in order for both them and the business owner to be equally satisfied. The compensation system must be such that it ensures that workers get enough compensation, inspires them to perform better, and may secure their safety and security as well as increase their level of life.

Employee remuneration is the term used to describe the incentive or pay provided to workers in exchange for their efforts. Payment or recompense for services or employment is sometimes referred to as remuneration. This covers the basic pay as well as any bonuses or other financial advantages that an executive or employee may get while they work for a company. An employee's essential motivation to work successfully and efficiently is provided by compensation. Employee motivation is a result of compensation. Employees' salaries are a significant source of revenue and affect their style of life. Salaries have an impact on an employee's performance and productivity. Therefore, both management and workers place a lot of weight on the quantity and mode of compensation.

Your compensation plan becomes your competitive edge when you approach compensation as a strategic investment. A sound compensation plan will enable you to recruit, engage, and keep essential employees. Encourage and reward actions that are consistent with your beliefs. The success of the whole firm is supported by an effective compensation and reward system. This shouldn't come as a surprise given that the investment in employee compensation is one of the most significant expenses for the bottom line and one that may spiral out of control if not maintained in hand.

3.3.2 Centralization and Decentralization

There are two ways to operate in every organization: centralization and decentralization. With centralization, all major organizational decisions are made by a hierarchy of official authorities. Furthermore, decentralization leaves decision-making to the lowest levels of the organization (Cummings, 1995) The concept deals with how much power individuals have inside an organization. It is the organization's concentration of decision-making power (Bhasin, 2016). When a small number of carefully chosen individuals are in charge of making decisions inside an organization, particularly when the concentration of power within an organization is under a single authority, this is referred to as centralization. This is most common in big companies.

It is referred to as "centralization" when the top management has the authority to make decisions. Decentralization is the process of giving decision-making authority to the person doing the task. Decentralization, on the other side, occurs when there are more individuals in the organization with decision-making power. It occurs more often in smaller firms when a bigger number of people participate in decision-making. According to Fayol, there needs to be a fair balance between centralization and decentralization. Depending on the size, nature, and location of the firm, there should be a balance between a decentralized and a centralized organizational structure in an organization.

The top management must retain the power to make crucial choices for the company, but sufficient power must be given to lower-level personnel to make decisions at the departmental level. This will help the organization work properly and on schedule. The top management will also be relieved of the additional load of taking care of all organizational affairs. Only at that level will all lower level issues be resolved which also provides lower level workers a sense of superiority and encourages them to work harder. The majority of big businesses always have a number of Strategic Business Units, which function somewhat decentralizingly. Because these SBUs have their own decision-making authority, there must be a balance between centralization and decentralization (Bhasin, 2016). Similar to this, with small enterprises and startups, authority is distributed decentralizedly to help them complete tasks more quickly. The organization's line of business, however, should be taken into consideration while selecting the optimal decision-making methodology.

3.3.3 Scalar Chain

The formal chain of command, which runs from highest to lowest rank in a straight line, is known as a scalar chain. This chain outlines the path that the information must take to reach the targeted area or individual. According to the scalar principle, "power and responsibility should flow from the highest to the lowest manage in a clear, uninterrupted line.

According to the scalar principle, power within an organization should be clearly defined and should pass through the chain of command one link at a time. A fundamental management principle is that employees at all levels must respect the chain of command and communicate with their superiors only via the intermediate or immediate senior. One of the key components of a successful company organization and an integral aspect of each of its processes is this concept. This concept is a traditional management guideline, but it often seems less successful nowadays since it limits the ability to create a welcoming and upbeat environment inside a company. It fosters the development of more thoughtful decision-making.

In order to ensure that commands from superiors and sentiments from subordinates are clearly communicated, Fayol stressed that all information inside the company must follow this chain of command. The company must adhere to this chain to the letter. Fayol said that the processes in the communication process shouldn't cross over with one another. Organizations should have a chain of command and communication that extends from top to bottom, according to Fayol, and managers and subordinates should follow it. If there is a need to "Escalate things," there should be a clear line of authority in the organization, according to the concept of the scalar chain (Bhasin, 2016).

Scalar chain has the following advantages:

1. There will be unity of command in the organization and there will be no confusion of dual order. Every member will know under whom he is working and whose orders he is to obey.
2. Delegation of authority, which is essential to organizing, is facilitated.
3. The scalar chain establishes the channels through which communication will pass.

   The main disadvantages of scalar chain is that communication takes too much time as the order comes from top level to bottom in the chain. The scalar chain should not be rigid. There should be provision for short circuiting the chain.

Self-Assessment Exercises (SAEs)

3.4 Summary

In the last unit, the module discussed Henry Fayol's Principle of Subordination of Individual Interests, Principle of Remuneration, Centralization and Decentralization principle as well as Scalar Chain principle. Understanding of these principles is very important so as to appreciate the contribution of Henry Fayol in administrative and management theory.

3.5 References/Further Readings/Web Sources

Bhasin, H. (2016) Henri Fayol"s 14 principles of management, with examples and ` application. https://www.iosrjournals.org

Drucker, P. (1954). The practice of management. New York: Harper & Row.

3.9 Possible Answers to Self-Assessment Exercises (SAEs)

1. Subordination of Individual Interests
2. True
3. Making a living
4. Equally satisfied
5. Remuneration
6. Centralization and Decentralization
7. Scalar Chain
8. True
9. Organizations

UNIT 4 FAYOL'S PRINCIPLES OF MANAGEMENT (ORDER, EQUITY, STABILITY OF TENURE, INITIATIVE AND ESPRIT DE CORPS)

Unit Structure

4.1 Introduction

In Henri Fayol's 14 Principles of Management, the Order Principle stands out as a key driver of efficiency and productivity within organizations. According to Fayol, order is achieved when everything and everyone in an organization is in their correct place at the right time, fostering seamless operations and minimizing disruptions. This principle distinguishes between material order—ensuring objects are properly stored and accessible—and social order, which aligns each person to the role best suited to their skills.

By adhering to this principle, companies can streamline operations, reduce wastage, and improve overall effectiveness. Embracing the Order Principle ultimately enhances organizational productivity and profitability by creating a harmonious, well-organized workplace where resources, both human and material, are optimally utilized.

4.2 Learning outcomes

By the end of this unit you should be able to:

4.3 Order principle

Order principle is one of Henri Fayol's 14 management principle, the order principle emphasizes the need of order inside a company in order to boost efficiency. Discover how the order principle in management works to boost a company's productivity and profitability by reading the definition of Fayol's management principles.

For greatest effectiveness, according to Fayol, people and things must be in the right locations at the right times. According to the notion of order, everything and everyone should have a designated position, and everything and everyone should be in their proper location. In essence, it denotes cleanliness. The manufacturing or company operations won't be hampered if everything has a designated area and is present there. As a result, productivity and effectiveness will grow.

In Henri Fayol's 14 management concepts, "Maintenance of Order," is a crucial one. The events of their company won't be interrupted if a firm maintains a strategy of offering everything required to do the work in the proper method in every element of the organization, which will also encourage higher productivity and efficiency. Regardless of the circumstances, most companies that have been researched aim to uphold a code of behavior. It was noted that they like to complete tasks in accordance with a predetermined timetable and that they make an effort to portray the books of account in an orderly way by including cash flows, details of every action taken by organization employees, financial situations, etc.

Everything has its place, and everything in its place, and the right guy is always in the right position. The organization should have a hierarchy of material/things and people. Material order is the order of objects, while social order is the order of people. "A place for everything and everything in its place" is the definition of material order. The choice of the "right man in the right position" is referred to as social order. The resources, including men and women, money, materials, etc., must be arranged in an organized manner. Resources, both human and material, must be available at the appropriate time and location. Misuse and chaos will result from placement.

4.3.1 Equity

Equity is a blend of justice, compassion, and fairness. If the workers are to be expected to give their all, they should be treated with decency and equality. It suggests that administrators should treat subordinates fairly and impartially. People in comparable positions should be treated similarly.

Equity, according to Mtegenzo (2009), is a blend of justice, compassion, and fairness toward workers. Simply put, it indicates that in order to demand commitment and loyalty from workers, they must be treated equally and similarly to others in their position and power, and most significantly, their managers must be less unbiased.

Fayol believed that managers should treat their employees fairly, but that sometimes using force and harshness can be necessary for the sake of fairness. According to (Bhasin, 2016), the most frequent grievance made by workers in firms is that they were passed up for a promotion or higher pay. On the other hand, he said that a fair organization upholds equality for everyone. Startup businesses, it has been observed, are driven to succeed, so they form the habit of accommodating employees, making them feel at home, fostering communication links, maintaining a more democratic style of management, sharing employees' feelings, and identifying with their personal and family lives.

4.3.2 Stability of Tenure

When someone has a stable tenure, there aren't many frequent transfers and terminations. This idea states that management should provide workers a sense of job security since employees who feel insecure will not give the business their fullest effort. The idea also stresses that in order to enhance efficiency, organizations should limit personnel turnover and position changes. People are happier and more productive if they feel confident and competent in their employment. This principle, according to Achinivu et al. (2017), is founded on the idea that an employee with a long-term, secure tenure will use his experience and knowledge gained from working in the organization to spark innovation, increase productivity, aid in the growth of the organization, and further increase the organization's profit base. However, it may be argued that this method of management is out-of-date. Nowadays, management advises hiring pre-made workers who have the necessary skills, experience, and certifications.

In actuality, modern businesses are less interested in hiring employees since they spend so much money on training them before they comprehend how the organization's job is meant to be done. Long employee tenure in the company is related to this idea. It illustrates the necessity to hire the best employees and train them on the job in order to keep them around for a very long time. This idea has been put out as one of the crucial ideas Fayol proposed.

According to Fayol, a company has a higher chance of expanding more quickly if its workforce is reliable. For instance, the majority of big businesses take staff turnover seriously. They take a number of steps to guarantee that they keep their personnel, particularly when they are deemed vital (Achinivu et al., 2017).

4.3.3 Initiative

Initiative is a verb that implies to initiate, commence, or guide in a project. Here, Fayol proposed that each employee be given the chance to exercise some initiative in formulating the functional plan and in deciding the actions to be done at each level for successful execution of the plan.

Henri Fayol claimed that this management philosophy should let workers to voice original thoughts. This promotes engagement and interest while adding value for the business. He believes that employee initiatives are a source of strength for the company.

4.3.4 Esprit de Corps

This idea places a strong emphasis on teamwork and camaraderie. Individual and group efforts should be successfully integrated and coordinated in order for an organization to get the greatest results. The power of this idea, nevertheless, is its oneness. Espirit de corps, as defined by Merriam Webster, is the shared spirit that exists among group members and fosters excitement, commitment, and a high esteem for the reputation of the organization. According to William et al. (2005), esprit de corps refers to how much an organization's personnel are obligated to work toward a shared purpose and to one another. "esprit de corps is valued asset among organizational members who do not have official control over each other," (Homburg et al., 2002) stated. Espirit de Corps is the intensity and depth of sentiments that motivate and encourage cooperation among group members (Boyt, et. al. 2005).

Fayol said that in order for an organization to succeed, its staff members must have a sense of camaraderie and see one another as part of the company as a whole. They should also maintain a high level of morale and cohesion. According to (Pathak, 2014), the tenet is built on the ideas that "staff unity is the cornerstone of success in every company" and "Unity is strength." As a result, the idea dictates that management and personnel should collaborate to achieve the goals. (William, Wee-Lim, & Cesar, 2005) added that esprit de corps is essential for an organization's success. While seeing it as a useful asset for team members as well as a company, (Homburg et al., 2002). Boyt et al. (2001) went on to say that improved employee performance would result from a stronger sense of teamwork inside a business. The startup businesses under study were found to effectively promote this principle within their organizations and make it a crucial component to their success. They also made it a tradition to recognize staff birthdays and use them as an opportunity to connect with one another. In terms of business operations, they formed committees to handle specific parts, included every member in one or more decision-making roles, and issued weekly challenges to task each member of the organization.

Startups, though, may benefit from Espirit de Corps. It encourages cooperation and staff cohesion. The likelihood of conflict and disagreement among certain staff members will still exist, but it will be far less likely since it is natural to disagree with oneself. In this situation, strategies must be used to make sure that staff conflicts and disagreements don't interfere with the organization's shared objectives. In order to successfully accomplish organizational objectives, management should foster cooperation, particularly in big organizations, according to Fayol (1949). Additionally, it could cause loss of coordination. Additionally, he advises managers to use the pronoun "We" instead of "I" when speaking with employees to promote teamwork since doing so encourages a sense of mutual trust and belonging among team members.

Self-Assessment Exercises (SAEs)

4.4 Summary

In the last unit, the module discussed Henry Fayol’s Principle of Subordination of Individual Interests, Principle of Remuneration, Centralization and Decentralization principle as well as Scalar Chain principle. Understanding of these principles is very important so as to appreciate the contribution of Henry Fayol in administrative and management theory.

4.5 References/Further Readings/Web Sources

Achinivu, G., , Okwu, E. H., Wey, A. A., Akpan, E. E., & Fasan, O. J., “Application ` of the ` Henri Fayol Principles of Management in Startup ` Organizations.” IOSR Journal ` of Business and Management (IOSR-JBM), ` 19(10): 78–85

Bhasin, H. (2016) Henri Fayol‟s 14 principles of management, with examples and ` application. https://www.iosrjournals.org

Boyt, T., Lusch, R., and Mejza, M. (2005). „Theoretical Model of the Antecedents and ` consequences of organizational, workgroup and Professional esprit de ` Corps'.European Management Journal, 23(6): 682-701.

Fayol, H. (1949). General and industrial management (C. Storrs, Trans.). London: ` Sir ` Isaac Pitman & Sons.

Homburg, C., Workman, J. P. Jr., and Jensen, O. (2002). A configurational perspective on ` key account management. Journal of Marketing, 66, 38-60

Pathak, R. (2014) Principle: Authority and Responsibility. Management Diary. ` Retrieved ` from www.amazon.com

William, D. R, Swee-Lim, C., and Cesar M. (2005). Job Insecurity Spill over to Key ` Account Management: Negative Effects on Performance, Effectiveness, ` Adaptiveness, ` and Esprit De Corps, Journal of Business and Psychology, 19 (4), 483-503

4.6 Possible Answers to Self-Assessment Exercises (SAEs)

1. Order Principle
2. True
3. Equity
4. Force and harshness
5. Stability of tenure
6. True
7. Initiative
8. Espirit de corps
9. Teamwork inside a business.

MODULE 4 FUNCTIONS OF MANAGERS: PLANNING, ORGANIZING, COMMANDING, COORDINATING, AND CONTROLLING.

In the previous module, we discussed in details Henri Fayol's principles of management which include universal truths: Division of work, Authority, Discipline, Unity of command, Unity of direction, Subordination of individual interest, Remuneration, Centralization, Scalar chain, Order, Equity, Stability of tenure, Initiative, and Esprit de corps. In this module, functions of managers: planning, organizing, commanding, coordinating, and controlling were discussed. You are advice to study each of the unit carefully as you are expected to answer some questions to evaluate your understanding on the various issues as discussed. Possible answers to the questions are provided under each of the at the end

UNIT 1 MANAGERIAL ROLES/ PLANNING FUNCTIONS

Unit Structure

1.1 Introduction

Discussion of the functions of managers is very important in in administrative and management sciences. The previous discussed Henry Fayol's 14 principle of Management This unit discusses Planning functions of managers: Planning is very important for the success of every organization and it is important that as a student, this planning function.

1.2 Learning outcomes

By the end of this unit, you should be able to:

- Discuss Managerial Roles/ Planning Functions
- Define Planning
- State the goals of Planning
- Identify Types of Planning
- State Weaknesses and strengths of planning

1.3 Managerial Roles/ Planning Functions

Planning, organizing, directing, and managing are tasks that managers as individuals conduct that are distinct from those performed by non-managers because management may be seen as the combination and application of organizational resources for the achievement of objectives (Akpala, 1990). As was previously established, there are two ways to look at what managers do: as management positions, or as managerial functions. It would be important to take notice of the distinction between operational and management responsibilities in any business while establishing the managerial roles and duties. Teaching a class of students, making meals, giving medications and injections to hospital patients, programming a computer, and other operating chores are examples of operating tasks. As was previously established, managing involves both people and how they act. The management responsibilities include managing a unit or department within an organization, overseeing or coordinating the work of others, etc. When considering the job that managers do in management responsibilities.

The following were listed as the main duties and functions of a manager by Mintzberg (1983).

i. The manager carries out specific duties including welcoming significant guests and signing paperwork.
ii. The boss supports and stimulates workers.
iii. The manager builds and maintains a network of connections with outsiders in order to benefit the company with knowledge and favors.
iv. The manager often receives a large portion of non-routine information entering the company.
v. The management must share a large portion of the information with the staff members.
vi. Outsiders must be informed of the organization's existence.
vii. The manager leads and plans for managed transformation inside the company.
viii. A manager must handle non-routine issues

ix. The manager distributes the organization's financial and non-financial resources.
x. The management routinely engages in negotiations with outside parties on issues that impact the company.

Being human, managers sometimes make mistakes while carrying out their managing duties. Williams (2000) noted the following errors among them:

a). Lack of consideration for others; aggressive, menacing behavior.
b) Cold, distant, and haughty.
d) A breach of faith
c) Over managing: not being able to assign tasks or form a team
g) Inability to staff properly
f) A lack of strategic thinking
g) Difficulty adjusting to a boss with a different style

Planning is the process of preparing to act and is a component of both individual and group behavior. Every facet of a person's, a company's, or a government activity is planned. Every human action is reasonable, and this is the nature of planning. Planning was mistakenly seen as a communist approach and, further, as having a totalitarian and authoritarian tendency a number of years ago. Planning was therefore seen as being incompatible with democracy and its values. But that outdated notion about planning has vanished since it has gained popularity in organizational as well as economical aspects (Bhagwan and Bhushan, 2007).

Planning lays forth the goal, projects it, examines the environment for goal attainment, and proposes potential approaches to achieving corporate goals. Planning may be seen of as a process, a rationalistic method that identifies issues, analyses relevant data, generates potential solutions, weighs the repercussions of each potential solution, and finally chooses the optimal course of action.

1.3.1 The Definitions of Planning

Planning is the process of determining the steps necessary to carry out a certain task. It is the first and most important thing to do to get the desired outcomes (Daft, 2003).

According to Akpala (1990), planning entails analyzing historical facts to help in decision-making now and in the future.

Planning outlines the distribution of resources, schedules, and tasks, establishes goals, strategies, rules, processes, and techniques, and by doing so, foresees future situations, issues, and interactions (Daft, 2003). At many management levels, planning is done. Depending on how often a plan is utilized, it might be characterized as a standing plan or a one-time plan (Hicks and Gullet, 1981).

1.3.2 Goals of Planning

Planning is carried out in Public Administration for the following reasons, according to Bhagwan and Bhushan (2007):

1. To evaluate a nation's material, financial, and human resources, especially technical staff, and to look into ways to supplement any of these that are determined to be lacking in comparison to what the country needs.
2. To create a plan for the most efficient and equitable use of a nation's resources.
3. Specifying the phases in which the Plan should be implemented and suggesting the resource allocation for each phase's timely completion based on priorities.
4. To identify the elements that tend to impede economic growth and to identify the circumstances that, given the existing social and political climate, should be created to ensure the Plan's effective implementation.
5. To identify the kind of equipment that would be required to guarantee the proper execution of each step of the Plan in all of its aspects.
6. To periodically assess the progress made in carrying out each step of the Plan and to suggest any policy and measure modifications that such an assessment may reveal.

1.3.3 Types of Planning

The following are types of Planning

Corporate Planning
Corporate planning is very comprehensive. In corporate planning, the environment in which the organization is situated is taken into consideration. It goes through various stages which lead to the long term organizational responsibilities

Strategic Planning
Strategic Plan is very essential especially in deciding a survival strategy under competitive situation. Every organization needs to maintain comparative-competitive advantages which help the organization to keep thriving.

Tactical Planning

Tactical Planning is usually of a short term nature. It concentrates on how an organization can specifically accomplish certain defined objectives. Administrative or tactical plans include policies, procedures, rules and budgets.

Operational Plans

These are plans that are made by frontline or low-level managers. All operational plans are focused on the specific procedures and processes that occur within the lowest levels of the organization.

Contingency Planning

When something unexpected occurs or a change is required, contingency plans are created. These plans are often referred to as a particular kind of planning by business professionals.

Planning for contingencies might be useful in situations when a change is necessary. Administrators should prepare for changes while engaging in any of the major planning activities, but contingency planning is crucial when changes cannot be anticipated. Contingency planning becomes increasingly crucial to participate in and comprehend as the corporate environment grows more complex.

1.3.4 Weaknesses and strengths of planning

Strengths of Planning

1. Planning as we have seen is very essential for an organization to succeed. The advantages of planning include the fact that it encourages hard work, persistence and development of strategies for goal accomplishment.
2. A lot of effort goes into planning. In the course of planning for example, the environment is scanned for opportunities that would be explored for organizational benefit.
3. Through planning, the possible threats that may hinder the organizational effort would also be identified. Through planning, organization minimizes fighting emergencies because most problems are articulated and provided for before they crop up. So planning helps in coordination of efforts for organizational members.

Weaknesses of planning

Williams (2000) listed the following as weaknesses of planning

a) Planning can impede change and prevent or slow needed adaptation.
b) It can create a false sense of certainty.
c) Planning can detach planners from details of implementation and makes them focus only on the main planning process.

Self-Assessment Exercises:

1.4 Summary

Management makes decisions on what to do, why it should be done, when to do it, how to do it, and where to do it during planning. A plan may be thought of as a blueprint for actualizing and carrying out the process of determining organizational objectives and the ways to achieve them.

1.5 Reference/Further Reading

Bhagwan, V. & Bhushan, V. (2006).Public Administration. New Delhi: S. Chand &Company Ltd

Hicks, H. G. & Gullet, C. R. (1981).Management (New York; McGraw Hill).

1.6 Possible Answers to Self-Assessment Exercises (SAEs)

1. True
2. Management
3. Management positions and managerial functions
4. False
5. Planning
6. Goal attainment
7. True
8. Persistence and development
9. True

UNIT 2 ORGANIZING

Unit Structure

2.1 Introduction

In unit 1 managerial function of planning was discussed, the unit explainedManagerial Roles/ Planning Function, Defined of Planning, goals of Planning, types of Planning as well as weaknesses and strengths of planning. In the current unit discussion will be based on organizing as a management function

2.2 Learning outcomes

By the end of this unit, you should be able to:

- Discuss the Nature of organizing as a management function
- Define Organizing
- State the Purpose of Organising

2.3 Nature of Organizing as a Management Function

Managers must arrange the company's resources before implementing a strategy in order to carry it out successfully and efficiently. Given that many of the "assets" are people, understanding specialization and the division of labor is essential to this endeavour. Organization aligns individuals' individual ambitions with the company's overarching aims. The company lacks the coherence needed to function as a whole if workers are operating independently of one another and without respect for the broader picture. The growth of corporate activity requires a sound organizational structure. Organizational structure helps firms identify the resources they need to develop because it enhances monitoring and responsibility. As with the creation of new product lines, structure is crucial for product diversification.

In management, organizing establishes and distributes the tasks and responsibilities of various workers and equips the organization with everything necessary for its operation, including raw materials, equipment, capital, and manpower. In order to achieve a shared goal, the management function integrates and coordinates their activities. To organize is to coordinate and arrange the people and resources of a project in order to accomplish a certain goal (Fayol, 1949)

The role of management is to rationally divide work into groups of activities and connect the positions that reflect groupings of activities for the fulfillment of desired goals. This role is known as organizing (Keerthi, 2021). The managerial activity of organizing is concerned with creating a structural link between an enterprise's resources. It also serves as a method for fostering teamwork among the personnel. The process of organizing in this manner considers both the structural and functional aspects of company and links the various elements to their purposes. "Organising encompasses the tasks of identifying the departments and the employees who are to carry out the job, defining their roles, and determining the connections that are to exist between the departments and individuals," according to Kimball and Kimball (1939).

Organizing lays out and offers a method for allocating tasks to different components, establishing the relative powers and duties of those parts, and assigning activities to those sections. The process of organization is how the chief executive, acting as a leader, gathers his personnel to complete the task at hand. Diverse people are given different tasks as part of organizing, yet the achievement of the enterprise's goals is the goal of some of these people. Organizing makes sure that despite differences, each person's job is dependent on the work of the others. Organizing is not a process that can be predetermined for all future times; rather, it evolves as needed. It creates a clear pattern of connections between actions to be taken, tasks to be completed, and work to be done. It guarantees teamwork. Thus, organization serves as a framework for achieving shared objectives.

2.3.1 Definitions of Organizing

Organising is a process that starts the execution of plans by defining roles, collaborating with others, and efficiently allocating resources to achieve the specified and intended goals (Keerthi, 2021). The process of coordinating human efforts, gathering resources, and combining both into a single entity to be used for attaining certain goals is what Keerthi (2021) also refers to as. Organization is a management function, and the process of organization refers to this role.

Kalpaana (2021) defines it as the act of splitting and combining a working group's efforts to make those combined efforts more efficient, effective, and successful.

The management personnel are assigned tasks by the organization. It increases the work's certainty and promptness. It prevents voids and duplication of effort. Organizing is the process of assembling the people, tools, resources, and funds required to accomplish shared goals. It is concerned with the organization of tasks, the distribution of labor, and the delegation of obligations to different members of the business.

In order to enable people to collaborate most productively in order to achieve goals, Louis Allen describes organizing as the act of identifying and categorizing the work that needs to be done, defining and allocating responsibility and authority, and developing connections. He views organization as a tool for accomplishing organizational objectives. Each person's role is specified, along with their level of power and responsibility for carrying it out. (Allen, 1939)

According to Oliver Sheldon, organizing is the process of combining the tasks that individuals or groups must complete with the resources required for their completion in such a way that the tasks thus accomplished offer the best channels for the effective, systematic, beneficial, and coordinated application of the available effort. By allocating tasks to different people, organization promotes the effective use of resources.

The relationship between the many components involved in a particular undertaking is described by Spriegel William's viewpoints. The primary focus of factory organization is on the interactions between the many components of the production, such as people roles, machine layout and grouping, and material management. Organization is the structural link between the many variables in the firm from the perspective of the enterprise as a whole (Spriegel, 1946)

Therefore, organization is the framework or "machinery" that allows living things to cooperate. An organization is a static structure or piece of equipment operated by a group of people who are collaborating to achieve a shared objective (Shubham Srivastava)

2.3.2 Purpose of Organizing

Creating a framework for them will enable them to collaborate more effectively and accomplish the organization's goals. The goal of organizing is to create a formal structure of duties that individuals can carry out.

i. Grouping activities is essential to achieving goals.

ii. Assigning a manager with the required power to oversee each group.
iii. Improving horizontal and vertical cooperation within the organizational structure

The goal of organizing management functions is to establish a clear environment where everyone is aware of their responsibilities and who is accountable for what outcomes. This will remove performance barriers brought on by uncertainty and ensure that assignments are clear, as well as foster an environment where employees are motivated to work effectively toward the achievement of organizational goals.

Andrian Lewis (2015) identified the following as the purpose of Organizing Management

Human Treatment of Employees
Organizations should be run in a way that benefits their employees, not one that favors monotonous work due to increased specialization. The modern organization now discards the traditional productivity and specialization strategy in favor of the fashionable construct of systems approach supporting human connections.

Optimum use of resources
It's important to effectively design a business in order to make the most use of resources including people, materials, money, machines, and methodologies. To reduce resource loss in a corporation, work should be broken up and the correct people assigned to the right duties.

Helps to attain organizational goal
Organization is used to attain the objectives of business companies. Organization focuses attention of individual's objectives towards overall objectives.

Facilitates Growth and Diversification
A good organizational structure is crucial for boosting business activities. The organizational structure defines the resources needed for a commercial activity to expand, and organization is crucial for product diversification and the creation of new business lines.

Self-Assessment Exercises

2.4 Summary

The basis upon which the whole management system is based is organizing. It aids the fulfilment of objectives or goals. Organizing involves creating a framework in which the whole activity is split into manageable parts.

2.5 Reference/Further Reading

Andrian Lewis (2015). What is organizing in Management? Purpose of Organizing. ` Available at https://thebizmanagementguide.com

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Keerthi, D (2021). What is Organizing in Management?https://www.economicsdiscussion.net/management/organizing/what` -is-organizing-in-management/32438

Mintzberg, H. (1983). Power in and around organizations. Englewood Cliffs, NJ: Prentice `Hall.

2.6 Possible answers to Self-Assessment Question

1. Successfully and efficiently
2. Organizing
3. Coordinate and arrange
4. True
5. Specified and intended goals
6. True
7. False
8. False
9. Business companies

UNIT 3 COMMANDING

Unit Structure

3.1 Introduction

In the previous Organizing function which is a process that starts the execution of plans by defining roles, collaborating with others, and efficiently allocating resources to achieve the specified and intended goals was discussed. The current unit discusses commanding as a managerial function.

3.2 Learning outcome

At the end of this unit, you should be able to:

- analyze Commanding as a managerial function

3.3 Overview of Commanding as a managerial function

Commanding as a managerial function is about getting the best out the people working for the organisation. The most appropriate or effective way to do this may vary both by context and according to the tasks that the organisation sets out to undertake. In the best interest of the whole company, the order seeks to maximize the impact of worker efforts. Success in management relies on a mix of personal traits and understanding of broad management ideas. Work to establish a teamwork environment that fosters teamwork, enthusiasm, innovation, and loyalty among the personnel.

Although most people think of command as only telling others what to do, it really encompasses much more. In order to attain a goal, a vision must be communicated to the organization via command. It does this by creating a well-considered vision and then articulating it. Success and reward are emphasized in commands. In other words, the group has to be successful in order to continue operating and reward its members (both intrinsically and extrinsically). Although most people think of command as only telling others what to do, it really encompasses much more. Fayol places a high value on both the delegation of employee rights and the necessity of incentive when it comes to the ordering function. According to Fayol, "the leader may boost his subordinates' initiative by giving them rights, thereby giving them opportunity to completely develop their potential and talents. Individual errors may be made, but the severity of these errors is considerably reduced with effective management. The manager, rather of performing all the work for the employee, may swiftly transform someone with extraordinary qualities into a first-rate expert by using the approach of urging. Yes, the leader will have to respectfully restrain his pride for this goal.

According to Fayol, knowing everything about each team member and dealing with inept team members would empower managers to command their teams. Being completely informed of the contracts and HR (Human Resources) rules that apply to workers and the organization. Conduct organizational audits and take corrective action to address any problem areas. Set a good example and Collaborate with other managers to accomplish organizational and shared objectives.

An important managerial task is commanding. In order for the management's personnel to accomplish the required results, precise instructions must be given to them. Giving specific instructions or authoritative orders also guarantees that the workforce's performance is maximized. In the framework of management, communication plays a significant role. In this regard, managers should behave honorably and make plain to their staff what is expected of them. The motivation of the workers is also maintained via clear directions. Employees need instructions in order to understand how to behave and what goals they must reach.

Self-Assessment Exercises

3.4 Summary

Commanding is about instructing your team and ensuring that your team are motivated to complete the tasks that you (their manager) have set them. The final managerial function is command. This unit has discussed Commanding and it is important that you know its role as a managerial functions.

3.5 Reference/Further Reading

Bhagwan, V. & Bhushan, V. (2006). Public Administration. New Delhi: S. Chand &Company Ltd

Hicks, H. G. & Gullet, C. R. (1981). Management (New York; McGraw Hill).

3.6 Possible answers to Self-Assessment Question

1. Commanding
2. Managerial task
3. Clear directions
4. Instructions

UNIT 4 CONTROLLING

Unit Structure

4.1 Introduction

The previous unit discussed commanding as a managerial function, the current unit discussed controlling function as well as the Control Process and Control Techniques

4.2 Learning outcomes

At the end of this unit, you should be able to:

- Discuss Controlling function
- Identify the Control Process
- Explain the Control Techniques

4.3 Controlling

One of the management duties, along with staffing, planning, organizing, and leading, is controlling. In order to minimize departure from standards and ensure that the organization's stated objectives are realized in the proper way, it is vital to check for faults and take corrective action. Unlike the old idea of control, which was only employed when problems were discovered, control is a proactive endeavor. Setting goals, gauging actual performance, and taking remedial action are all aspects of management control. Administrators "watch and supervise how efficiently and successfully an organization and its personnel are doing the tasks essential to accomplish organizational objectives," according to Jones et al., (2000). Management control, according to Robert J. Mockler (1970), is the systematic effort by business management to compare performance to predetermined standards, plans, or objectives in order to ascertain whether performance is in line with these standards and, presumably, to take any necessary corrective action to ensure that human and other corporate resources are being used as effectively and efficiently as possible in achieving corporate objectives.

Controlling is a method of coordinated management over a network organization that ensures there is a suitable rationale for establishing and carrying out either shared objectives or member-specific goals, provided that these goals ultimately manifest as added value. By controlling, managers may close the performance gap between their organization's actual performance and its objectives. Actual performance is compared to the corporate criteria throughout the controlling process.

4.3.1 The Control Process

The control process of management ensures that every activity of a business is furthering its goals. This process basically helps administrators in evaluating their organization’s performance. The process includes the following:

Establishing goals and standards:
The task of fixing goals and standards takes place while planning but it plays a big role in controlling also. This is because the main aim of controlling is to direct a organisational actions towards its goals. If the members of an organization know their goals clearly, they will invest their entire focus in achieving them. It is very important for administrators to communicate their organization’s goals, standards and objectives as clearly as possible. The goals that administrators have to set and work towards may be either tangible/specific or intangible/abstract. Tangible goals are those which are easy to quantify in numerical terms

Measuring actual performance against goals and standards:
Administrators should assess and compare their actual performance after determining their objectives. In essence, this stage aids them in determining if their strategies are succeeding as planned. Immediately after the implementation of a strategy, administrators must continue to monitor and assess it. They must always be prepared to make adjustments if anything isn't functioning well. They should continuously contrasting their present performance with their eventual objectives in order to accomplish this. This process control stage, in addition to helping managers take remedial action, also aids them in foreseeing potential issues. This enables them to act quickly and prevent losses to their company.

Taking corrective action:
In case there are discrepancies between actual performances and goals, managers need to take corrective actions immediately. Timely corrective

actions can reduce losses as well as prevent them from arising in the future again.

Following up on corrective action:
Just taking corrective measures is not enough; administrators must also take them to their logical conclusion. Even this step requires thorough evaluations and comparisons. Managers should stick to the problem until they solve it. If they refer it to a subordinate, they must stay around and see to it that he completes the task. They may even mentor him personally so that he may be able to solve such problems by himself later.

4.3.2 Control Techniques

The following are control techniques identified by Shika (2008)

Personal Observation:
The easiest method of managing organizational activities is for managers or administrators to go about the office and monitor how the job is going. Any performance flaw may be detected and fixed right away. Face-to-face interactions allow for the immediate resolution of workplace questions as well as the provision of assistance and counselling. The workers are put under psychological strain by this strategy, and they work better when they are aware that their supervisors are watching them.

Budgeting
Budgetary control is the practice of using budgets to compare actual performance with the related budget performance in order to identify deviations and to eliminate the deviations by either modifying the budget projections or addressing the reasons of the discrepancies. Budgetary control is a powerful and often used control method.

Break-Even Analysis:
Break-even analysis defines the relationship between sales volume, costs and profits to arrive at a figure of sales at which sales revenue is equal to cost.

Management Information System (MIS):
Administrators need numerous forms of information to carry out administrative tasks such as planning through controlling for various functional areas and integrating them with the external environment (quantitative and qualitative). Until recently, the accounting system, which was mostly quantitative in character, supplied this information. Managers have quick access to a vast amount of data because to computers. Computers assist in building databases and modifying information as needed for making different management choices. Information is stored and retrieved with its assistance. With the use of

computers, managers can quickly gather data, analyze it, run analyses, turn it into information, and connect it to the outside world.

Management Audit:
Audit means periodic inspection of financial statements and verifying that the statements are honestly and fairly prepared according to accounting principles. An audit, thus, provides a basis for control

Responsibility Accounting:
According to this method, the organization is split into smaller units, each of which is led by a manager who is in charge of attaining the unit's goals. These groups are referred to as responsibility centers, and each responsibility center's leader is in charge of overseeing the operations of his center. The degree to which each responsibility center's goals are met serves as a measure of that center's performance.

Self-Assessment Exercises

4.4 Summary

The unit has explained the managerial function of controlling. By controlling, managers may close the performance gap between their organization's actual performance and its objectives. Actual performance is compared to the corporate criteria throughout the controlling process.

4.5 Reference/Further Reading

Jones, G.R., George, J.M., & Hill, C.W.L. (2000), Contemporary management, New York, Irwin and McGraw Hills

4.6 Possible answers to Self-Assessment Question

1. Management duties
2. Gauging actual performance
3. Network organization
4. Actual performance and its objectives
5. Goals.
6. Controlling
7. Job is going

UNIT 5 COORDINATION

Unit Structure

5.1 Introduction

The previous unit discussed controlling, as a managerial function, the current unit discussed the last managerial function as itemized in the module introduction. The unit will specifically discuss overview of Coordinating Function, Features of coordination, Principles of Coordination and lastly Techniques of Coordination:

5.2 Learning outcomes

By the end of this unit you should be able to:

- analyze Coordinating Function
- evaluate Features of coordination
- analyze Principles of Coordination
- Identify Techniques of Coordination:

5.3 Overview of Coordinating Function

Coordination is the process of creating connections between different organizational components so that they all work together to advance the organization's goals. It is referred to be the act of coordinating and bringing a group of people's activities into harmony. Thus, it is the process of coordinating all organizational choices, operations, tasks, activities, and efforts in order to produce a unity of action for the accomplishment of organizational goals. The main goal of coordination is to make sure everything functions properly together. It involves having the appropriate resources at the appropriate time and location. They organize team activities and processes to accomplish the goals in a time- and cost-efficient way. Both internally and internationally, managers cooperate. Other management tasks including planning, organizing, commanding, and regulating are coordinated during internal coordination. The managers coordinate with the general public, governments, politicians, labor unions, and other businesses during external coordination. Coordination is the systematic organization of group actions to create cohesion in the pursuit of shared objectives. Coordination is the integration of several elements into a well-organized whole in order to attain comprehension. By ensuring that duties are appropriately assigned to the different team members and that the tasks are completed in harmony among the members themselves, coordination balances and keeps the team together. The first evaluation of a business administration, in the words of Mary Parker Follett, "should be whether you have a business with all of its parts so coordinated, so moving together in their closely knit and adjusting activities, so linking, inter-locking, inter-relating, that they make a working unit that is not congenic of separate pieces, but a functional whole or integrated unit."

Coordination is the integration, unification, and synchronization of departmental activities to provide a unified front for accomplishing shared objectives. a factor connecting all other managerial duties. The core management activities of planning, organizing, staffing, directing, and regulating are used to try to create the best coordination possible within an organization. Coordination is not a distinct managerial responsibility since management is only effective when it can foster harmony across many teams and departments.

Mary Parker Follet has appropriately stressed the importance of the coordination process. The managers should have the mindset that they have an organization with all of its parts coordinated, moving together in their close connectivity and in regulating activities, so connecting, intertwining, and interrelation occur simultaneously, that they make a working unit, which is known as a functional whole or integrative unity. The different sub-functions of coordinating include defining the power and responsibility connections clearly, fostering a sense of direction and command, and fostering effective leadership and communication. Each employee had a single supervisor to whom they were required to report under the unity of command concept. This implies that each work that must be completed has a direct employee-supervisor relationship. The term "unity of direction" refers to the shared aims and objectives that drive each person's execution of their jobs and activities. Coordination is defined as the process of coordinating individuals and activities such that they work well together. Lack of effective coordination causes misunderstanding among the people and in their work responsibilities. Coordination that is proactive includes actions meant to get involved and stop issues before they start. Conflicts and disagreements may sometimes arise as a consequence of poor coordination.

Corrective operations and regulatory actions aimed at maintaining the current structural and functional arrangements make up reactive coordination. The primary goal of these initiatives is to provide remedies for the existing issues. The more people and stages there are in the workflow process, the more important this function becomes. Active coordination of activities is required for the collaborative projects and tasks. If a team of five people is implementing a project, for example, the work obligations will be divided among the five people, preventing any form of pressure from being placed on them. When two or more people are participating in a task or activity together, the coordination function is primarily relevant to the individuals. It is essential to make sure that communication mechanisms are well-organized among the organization's members in order to carry out this role in an efficient way.

Committees and coordinators are two different categories of coordination instruments. The committees' primary goal is to promote more coordination. The committees have certain drawbacks over time, including the fact that they are costly, time-consuming, and ineffectual. In other words, it is thought that managing the committees is a difficult task. The presence of many people with a variety of opinions contributes to the committees' strength. As a result, they are utilised with various perspectives to provide issues with answers. The implementation of the functions of coordinating and facilitating is said to need interdepartmental coordination. Co-ordinators make a big difference in cost control, customer service, risk management, employee safety, and quality management. Both of these instruments' functions are seen as essential to carrying out different jobs and duties inside the company. On the other side, any discrepancies in these might have a negative impact on the duties and functions.

The people must make an effort to enhance interdepartmental coordination. This kind of coordination's primary aim is to find answers to the obstacles that crop up when goals and objectives are being attained. Communication and cooperation both need to be improved. It is essential to identify flaws and issues and take the necessary actions to provide remedies. A precise day and time should be set aside so that people may plan meetings in order to perform the appropriate steps. Written documentation of requests and information is recommended since it is more effective than spoken communication. Allowing people to share their opinions and thoughts while also paying attention to one another. Communication should always be kept cool and collected when there is conflict. Individuals should not be treated differently based on their caste, creed, color, ethnicity, religious background, or credentials. Sincere gratitude and acknowledgment should always be shown, especially to subordinates. If there are any errors, criticism should be directed in a positive direction. The appreciation of current work will guarantee that future work will also be completed in a suitable way.

5.3.1 Features of coordination:

1. It only applies to collective activities; individual efforts are not significant. Coordination entails organizing the collective actions of the group. In the case of individual efforts, coordination is not necessary since the person's success has no impact on how others perform.
2. The process is ongoing and dynamic. Continuous because it is accomplished by carrying out various tasks. It is also dynamic since functionalities might alter depending on the stage of the project.
3. Coordination is generally present in most organizations. However, management may always take further steps to create improvements.
4. Coordination highlights the cohesiveness of efforts. Fixing this entails determining when and how the organization's different tasks are carried out. This enables people to become integrated into the process as a whole.
5. As the level of integration in the execution of diverse functions rises, there is a larger degree of coordination.
6. Every manager in the company is accountable for it, according to vi. The fact that a manager coordinates the efforts of his subordinates with those of others makes this essential to his job (Sharma, n.d).

5.3.2 Principles of Coordination:

For achieving effective co-ordination, Sharma identified the following fundamental principles are to be followed:

1. Direct Contact:

Direct communication with the parties involved should be used to achieve coordination. Direct personal contact leads to consensus on strategies, actions, and eventual success. Additionally, it prevents red-tapeism and guarantees quick response. Coordination is best accomplished via direct communication.

2 Early Beginning:

Early on in planning and policy-making, coordination may be accomplished more easily. Direct communication must thus start very early in the process. There will be problems if an order has been placed for the delivery of a certain commodity but the raw ingredients needed to make it are not readily accessible.

At an early stage, communication between the buying manager, production manager, and sales manager would have made it feasible to determine if the order could be fulfilled.

3. **Continuity:**
Co-ordination must be maintained as a continuous process. It starts from planning and ends when the objective is accomplished. Whenever there is division and distribution of functions among the managers and departments, co-ordination is necessary. Every time a new situation arises, a fresh effort of co-ordination is needed. So, the manager must constantly work at it until the purpose is served.

4 **Reciprocal Relationship:**
Production, sales, finances, people, and management should all be viewed as having a reciprocal relationship with coordination. For instance, each of the four individuals finds himself impacted by the others when "P" collaborates with "Q" and "Q" collaborates with "R" and "S" in turn.

5 **Pervasiveness:**
Direct communication with the parties involved should be used to achieve coordination. Direct personal contact leads to consensus on strategies, actions, and eventual success. Additionally, it prevents red-tapeism and guarantees quick response. Coordination is best accomplished via direct communication.

5.3.3 Techniques of Coordination:

The following measures or techniques have to be adopted in practice as tools for securing better co-ordination in the working of an organisation according to Sharma (n.d):

1. **Simplified Organisation**: There is a propensity towards overspecialization in big organizations. The organization is split up into several units, each of which focuses only on its specific duty. In reality, each unit has a tendency to be bureaucratic, and instead of serving as a vehicle for the organization's overarching goals, its operations increasingly become ends in itself. This leads to coordination issues. The solution to this problem is to assign a coordinator executive to oversee the closely connected activities and functions. Departmental reorganization may also be taken into consideration to promote better harmony among the organization's different wings. Coordination will also be ensured through a clear organizational structure and processes that are well-known to all parties involved. All actions should be covered by organizational processes, and it is important for everyone to know their responsibilities and how their work relates to that of others.

2. **Harmonized Programmes and Policies:**
The planning stage is the best time to introduce coordination. It is important to double-check the plans created by various groups or people to make sure they all work together to form a cohesive whole. The organizing executive must make sure that all of the plans come together to form a cohesive program.

Self-Assessment Exercises:

5.4 Summary

In this unit, Coordinating function, Features of coordination, principles of coordination and techniques of coordination. Knowledge of the managerial functions is very important in administration and management science.

5.5 References/Further Readings/Web Resources

Jones, G.R., George, J.M., & Hill, C.W.L. (2000), Contemporary management, New York, Irwin ` and McGraw Hills
Sharma, P (n.d) Coordination. https://www.yourarticlelibrary.com/

5.6 Possible answers to Self-Assessment Question

1. 1.Coordination
2. True
3. Shared objectives
4. Mary Parker Follet
5. True
6. Corrective operations and regulatory actions
7. Interdepartmental coordination
8. True
9. Direct communication

MODULE 5 MOTIVATIONAL THEORIES OF ADMINISTRATION AND MANAGEMENT

In last module functions of managers: planning, organizing, commanding, coordinating, and controlling were discussed. This module will discuss Motivational theories of administration and management namely: Contingency Management Theory, Theory X and Y, Expectancy Theory and Equity Theory.

Unit 1 Contingency Management Theory

Unit Structure

1.1 Introduction

Having explored the function of managers in previous module and units init This unit will discuss extensively Contingency Theory as well as its criticism

1.2 Learning outcome

By the end of this unit you should be able to:

- evaluate the nature Contingency Theory
- analyze the importance of Contingency Theory
- design key dimensions of Contingency Theory
- evaluate drawbacks of Contingency theory

1.3 Nature of Contingency Theory

The contingency management theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) on the internal and external situation.Also, the contingency management theory states that leaders will be able to exert more influence if they are able to have good relationships with employees. According to Bruegman, (2021) contingency theory was originally developed by Fred Fiedler after studying various leaders in different contexts, but predominantly those in the military. Fiedler's theory proposes that a leader's effectiveness hinges on how well his or her leadership style matches the current context and task. Thus, contingent leaders effectively apply their own style of leadership to the right situation. Effective leaders know that just because one approach to an individual or an issue worked well in the past, it does not mean that it will work again when the individual, situation, or task is not the same.

The theory further proposes there are many external and internal constraints that alter what is the best way to manage organizations in a given situation. In other words, it all depends upon the situation at hand as to what will be the best course of action for organizations.The theory also proposes that managers change and redesign their organizations primarily to adapt to changes in the internal and external environment. Therefore, organizational environments and processes are often sources of change (Bruegman, 2021)

Whereas universalistic theory suggests that management will have a direct impact on organizational performance, contingency theory implies interactions rather than simple linear relationships. According to contingency theory, a one-size-fits all approach is inappropriate, as the effectiveness of HR practices is dependent on the context in which they are applied. Contingency decisions within HRM have largely been understood on the basis of external and internal fit. External fit, also termed vertical alignment, requires that the management practices of the organization must match the organizational strategy or environmental conditions faced by the organization.

1.3.1 Importance of Contingency Theory

The first major strength of the contingency theory is that it has the support of an abundance of empirical research (Peters, Hartke, & Pohlman, 1985; Strube & Garcia 1981). This is critical as it proves that the theory is reliable, based on various trials and research. The contingency theory is also beneficial as it widened our understanding of leadership, by persuading individuals to consider the various impacts of situations on leaders. Another strength of the contingency theory is its predictive nature that provides an understanding to the types of leaders that will be most effective in specific situations. This theory is also helpful, as it suggests that leaders do not have to be effective in all situations and that there are specific scenarios in which a leader might not be the perfect fit. The last major advantage of the contingency theory is that it provides concrete data on leadership styles, that is applicable to organizations developing their own leadership profiles

Contingency theory is beneficial to organizations because of the potential for learning from specific situations and using these lessons to influence future management of the same or similar situations. The ability to adapt to external pressures and changes is also an advantage. Contingency theory may also produce more well-rounded leaders who are able to develop their skills in multiple areas.

1.3.2 Key dimensions of Contingency theory

Contingency theory construes organizational effectiveness either too broadly ' or too narrowly. Effectiveness is broadly conceived when it refers to organizational adaptation and survival. This view of effectiveness is proposed by population or natural systems theorists (Aldrich et al., 1984). Organizations that come to terms with their environment(s) survive and are effective. Organizations, however, may survive at different levels. Adaptation, as a construct, does not speak to the issue of the organization's level of effectiveness. Adaptation takes place over time, but the time variable is rarely used in studies of organizational adaptation. If environmental uncertainty is accompanied by successful adaptation, the organization may decide to enter still further uncertain environments as a result of the motivational predilections of the founders. The level of adaptation changes as the organization enters new environments and adopts new strategies and infrastructures. Effectiveness is generally the degree to which an organization obtains a very limited number of highly desirable outcomes. Judging the effectiveness of any organization involves a question of values. Managers and researchers, by selecting one or more concepts for assessment, have usually not made explicit the tradeoffs with respect to other outcomes that were not selected. If each outcome is preferred by a different constituency, an important question is the transitivity of outcomes. For example, if profit maximization is the stockholders' preferred outcome, what is the lower limit for salaries before workers and managers refuse to join the firm

Environment

A fundamental premise of these approaches is that a particular environmental characteristic affects all organizations in a similar fashion. However, researchers who ignore the strategic choice dimension neglect a key factor. Instead of the simple sequence of environment organization. Miller (1981) proposes a model in which strategy interacts with these two factors. Specific environmental sectors will have different effects on organizations, even though the different sectors may have similar uncertainty characteristics. For example, the stable market environment will have a different effect on the marketing subsystem than a stable technological environment.

Congruency

Deeply embedded in the contingency literature is the construct of congruency, or fit. Improving congruency between the environment and the organization supposedly leads to improved effectiveness; fit or congruency is the central theme in most contingency studies. Although clearly a construct of central importance, there are two major problems with the congruency concept: (a) methodological and (b) theoretical. Contingency theories hypothesize that the relationship between two variables - is contingent upon some third variable. Another important consideration is the theoretical rationale that posits congruency is related to effectiveness

1.3.3 Drawbacks of Contingency theories

1. The limits of contingency theory, however, is that it risks proposing a limited range of options which takes things as a given and thereby narrows the role of choice and the agency of managers to do things differently. Frequently absent are the dynamics of change or considerations that managers may proactively influence, avoid, or navigate key contingencies themselves.
2. Contingency theory also seems to relegate implementation to something as unproblematic once a decision is made. Politics, power, resistance and, for the most part, employees are assumed out of existence.
3. In advancing contingency research, HRM researchers have called for consideration of broader contingencies including institutional fit and also more micro-level research, including implementation as a locus of fit. This is symbolic of the long-standing dilemma that contingency theorists face, namely which contingencies should be privileged and how many contingencies can logically be examined before analysis collapses under the weight of a chimera (Harney, 2016)
4. One criticism of the contingency approach as practiced by many is that causation is assumed but not explained. The assumption is that because a set of environmental conditions and organizational design characteristics were found to be correlated that this is the best fit. Organizations with inferior fits have been selected out by a process of survival of the fittest. Some organizations can exist for extended periods with a poor fit because the industry is profitable enough to support a company operating sub optimally. Others survive because the government or the larger organization of which they are a part subsidizes them. The assumption also does not take into account ‘fashion’; risk-averting managers do what others do if it seems to work even when other potentially better solutions exist. Correlation between environmental conditions and

organizational design characteristics without considering effectiveness indicates selection not fit

5. Other problems with contingency theory are the assumptions that relationships between variables are linear and effects are symmetrical. Some relationships between technology, structure, environment and effectiveness may be linear and others curvilinear. These problems are increased when multiple contingencies and measures of effectiveness are considered. Interaction effects and tradeoffs may occur that are not captured by examining single context elements.

1.4 Summary

The application of contingency theory looks to have great promise for enhancing organizational performance. Compared to those of many other sorts of theories, the relationships are frequently considerably more straightforward, understandable, and elegant. Compared to other theories, they frequently handle problems and variables with a wider range, size, and influence. Contingency theory has a tremendous seeming ability to build straightforward decision rules that have a significant influence on an organization's performance because of its simplicity and broad breadth.

However this potential goes largely unrealized. There is untapped application potential for contingency theory. Instead than finding better ways to apply the theories that already exist, the key to realizing this promise rests in creating ideas that are simpler to apply. If researchers take on the problems raised, better theories can be established. Efforts should be made to incorporate contingency hypotheses with different sorts of theories in order to discover the causal links and provide explanations for why a match is ideal. involved. The justifications would assist in establishing a theory's applicability in a particular circumstance and assist managers buy into the theory. Multiple contingencies would be highlighted in research, leading to more useful ideas demonstrate how variables are not maintained constant in the actual world. Recognizing the dynamics of several potential occurrences would further aid in analysis

Self-Assessment Exercises (SAEs)

1. The optimal course of action is contingent (dependent) on the _____ and ____situation?
2. Who developed Contingency theory?
3. Organizational environments and processes are often sources of change True/False?
4. Which theory suggests that management will have a direct impact on organizational performance?
5. What are the first major strength of the contingency theory?
6. Contingency theory may also produce more well-rounded leaders who are able to develop their skills ________?
7. ________takes place over time, but the time variable is rarely used in studies of organizational adaptation?
8. Effectiveness is generally the degree to which an organization does obtains a very limited number of highly desirable outcomes True/False?
9. A fundamental premise of these approaches is that a particular environmental characteristic affects all organizations
10. The limits of contingency theory, however, is that it risks proposing a limited range of options

1.8 References/Further Readings/Websites

Bruegman, R. R. (2021) Principles of Fire and Emergency Services Administration Includes Navigate .Jones ` & Bartlett Learning; 2nd edition

Harney, B. (2016) ‘Contingency theory’ in Johnstone, S. and Wilkinson, A. (2016) An Encyclopedia of ` Human Resource Management, Cheltenham: Edward Elgar, pp. 72-73

Fiedler, F. E. (1993). The contingency model: New directions for leadership utilization. In Matteson and ` Ivancevich (Eds.), Management and Organizational Behavior Classics (pp. 333-345).

1.9 Possible Answers to Self-Assessment Exercises (SAEs)

1. Internal , external
2. Fred Fiedler
3. True
4. Universalistic theory
5. The first major strength of the contingency theory is that it has the support of an abundance of empirical research
6. in multiple areas
7. Adaptation
8. False
9. Environmental characteristic
10. The limits of contingency theory, however, is that it risks proposing a limited range of options

UNIT 2 THEORY X AND Y

Unit Structure

2.1 Introduction

In the previous Unit nature of Contingency Theory, Importance of Contingency Theory, Key dimensions of Contingency Theory and drawbacks of Contingency theory were discussed. In this Unit, nature of Theory X and Y, assumptions of Theory X and assumptions of Theory Y will be discussed.

2.2 Learning outcomes

By the end of this unit you should be able to:

- analyze the Nature of Theory X and Y
- evaluate Assumptions of Theory X
- evaluate Assumptions of Theory Y

2.3 Nature of Theory X and Y

In 1960, Douglas McGregor created Theory X and Theory Y, proposing two facets of human behavior at work, or, to put it another way, two separate perspectives on people (employees). McGregor asserts that a number of presumptions underlie managers' perceptions of people's motivations. Along with Abraham Maslow's writings, who developed the hierarchy of needs, McGregor's work was grounded on motivation theory.

According to McGregor's two theories, managers in the fields of human resource management, organizational behavior, organizational communication, and organizational development use different models of employee motivation. Juneja, (n.d) noted that while Theory X emphasizes the necessity of increased monitoring, outside rewards, and punishments, Theory Y emphasizes the significance of job pleasure as a motivator and encourages employees to tackle jobs without direct supervision. Managers may decide to incorporate techniques from both Theories X and

Y into their operations since they can have varied effects on staff motivation and productivity.

According to Fischer (2009), a series of assumptions about the typical worker form the basis of Theory X. This management strategy operates under the presumption that the typical employee lacks ambition, avoids accountability, and is preoccupied with their own goals. On Theory X managers frequently believe that their employees are less intelligent, lazy, and driven solely by a reliable supply of income. The management has the opinion that employees exclusively pursue their own interests.

Managers who believe their workforce behaves in this manner are more likely to reward or punish them to get their attention. These assumptions lead Theory X to the conclusion that a normal staff performs better under a hands-on management style. According to Theory X managers, each behavior should be traced back to the perpetrator. Depending on whether the outcome is positive or unfavorable, the person has the choice of receiving a direct reward or a warning. This managerial strategy is more effective when working with a team that is not inherently motivated to succeed.

In Theory Y, managers according to Vidya (2015) and employees are self-driven, like their work, and desire to advance their own interests without expecting anything in return. These managers view their employees as one of the company's most valuable resources, driving its internal operations. Workers also often accept full responsibility for their work and don't need continual supervision in order to generate high-quality work. However, it's important to keep in mind that before starting an assignment, an employee must acquire the manager's approval. Work is maintained efficient, effective, and consistent with company regulations by doing this. In contrast to one that is more conducive and instructive, Theory Y managers like to establish a more personal relationship with their staff members (Serhat, 2021)

2.3.1 Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- Many employees rank job security on top, and they have little or no aspiration/ ambition.
- Employees generally dislike responsibilities.

- Employees resist change.
- An average employee needs formal direction.

2.3.2 Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
- The employees have skills and capabilities. Their logical capabilities should be fully utilized. In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

We conclude that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work. If correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory X is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees

Self-Assessment Exercises (SAEs)

1. The Theory X and Theory Y was propounded by____________?

2. The Theory X and Theory Y was developed in the year 1960 True/False?

3. Which Theory X emphasizes the necessity of increased monitoring, outside rewards, and ` punishments

4. In in which theory does managers and employees are self-driven, like their work, and desire ` to advance their own interests without expecting anything in return?

5. Workers also often accept full responsibility for their work and don't need continual ` supervision in order to generate high-quality work True/False?

6. An average employee intrinsically does not like work and tries to escape it whenever possible ` is assumption of which theory?

7. Which theory assumes that an average employee can learn to admit and recognize the `responsibility?

8. Theory X presents ________________ nature and behaviour at work?

9. Theory Y presents ________________ nature and behaviour at work?

2.4 Summary

The units has exposed you to the major assumptions of theory X and Y. It is important to many managers tend toward Theory X and generally get poor results while enlightened managers use Theory Y, which *produces better performance and results*.

2.5 References/Further Readings/Web Sources

Fischer, E. (2009). "Motivation and Leadership in Social Work Management: A ` Review of ` Theories and Related Studies". Administration in Social Work: ` https://www.tandfonline.com/journals/wasw20

Hattangadi, V (2015). "Theory X & Theory Y" (PDF). International Journal of Recent Research ` Aspects. **(2)** 20–21.

Juneja, P (n.d)` Theory X and Theory Y. https://www.managementstudyguide.com/theory-x-y-` motivation.htm

Serhat, K., (2021) Theory X and Theory Y,
` https://educationlibrary.org/theory-x-and-theory-y-douglas-mcgregor/

2.6 Possible Answers to Self-Assessment Exercises (SAEs)

1. Douglas McGregor
2. True
3. Theory X
4. Theory Y
5. True
6. Theory X
7. Theory Y
8. a pessimistic view of employees’
9. an optimistic view of the employees’

UNIT 3 EXPECTANCY THEORY

Unit Structure

3.1 Introduction

In the last Unit, we exposed you to the major assumptions of theory X and Y. The theory was discussed in details we emphasized its importance to many managers. In the present Unit, Expectancy Theory will be discussed in full.

3.2 Learning outcomes

By the end of this unit you should be able to:

- evaluate the Nature of Expectancy Theory
- analyze the Components of Expectancy Theory
- Discuss the application of Expectancy Theory

3.3 Nature of Expectancy Theory

The theory was propounded by Vroom (1964). The theory's underlying assumption is that someone would behave or act in a given manner because they are motivated to choose a certain activity over others based on what they anticipate the outcome of that conduct to be. In essence, the outcome's attractiveness determines the motive behind the action choice. The notion, according to Montana and Charnov (2008), highlights the necessity for companies to link awards directly to performance and to make sure that the prizes given are ones the recipients deserve and desire. Victor (1964) maintained that motivation is a process that guides individuals' decisions among many voluntary activity options. The decision-maker bases their decisions on predictions of how closely the anticipated outcomes of a certain activity will resemble or ultimately lead to the desired outcomes. A person's expectation that a certain effort would result in the planned performance, the instrumentality of this performance in reaching a given outcome, and the "valence" of this result for the individual all contribute to motivation. According to Ruth Mayhew

(2019), the Expectancy hypothesis is predicated on the idea that employees base their degree of effort on what is required to perform successfully and get incentives at work. Set up a reward system with specific, well-defined objectives and regular assessments if you want employees to exert a particular amount of effort. The steps needed to perform at a level of performance that is expected must be known to employees to the greatest extent feasible. If you want morale to be high as objectives are pursued, the amount of work needed should be difficult but not impossible.

Additionally, expectancy theory (or the expectation theory of motivation) suggests that people behave or act in certain ways because they are motivated to choose a particular conduct over others based on what they anticipate the outcome of that behavior to be. In essence, the outcome's attractiveness determines the motive behind the action choice. However, the cognitive process through which a person interprets the many motivational components forms the basis of the theory. Before making the final decision, this is done. Making a choice on how to behave involves many other considerations in addition to the result. The expectation theory examines how people make choices or make decisions. It describes the procedures a person goes through to make decisions.

In the expectation theory, Vroom established three variables: valence (V), expectancy (E), and instrumentality (I). The three factors are significant factors in selecting one factor over another since they are precisely defined: Expectations of effort vs performance (E>P) and performance versus outcome.
Managers can motivate employees by aligning rewards and values and providing a supportive work environment for everyone to do their best work. The expectancy theory emphasizes the connection between effort, rewards, and goals. People are motivated to work and contribute when they believe they'll achieve a positive outcome and be rewarded for their efforts (Isaac, 2001)

3.3.1 Components of expectancy Theory

Expectancy theory has three components: expectancy, instrumentality, and valence.
Expectancy: Expectancy is the person's conviction that effort will result in the desired performance outcomes. Expectancy is the attitude of "I can accomplish this" confidence. This assumption is often supported by an individual's prior experiences, self-confidence, and perception of the challenge of the performance standard or objective. Competence, goal difficulty, and control are factors that are connected to the individual's expectation perception.

Instrumentality: The idea of instrumentality is the conviction that if a performance expectation is satisfied, a person will obtain the intended result. When someone is being instrumental, it shows that they think, "If I do this, I will receive that." The intended result might be a wage raise, a promotion, recognition, or a feeling of success. It is guaranteed that the reward will be given if the predetermined performance is fulfilled provided there are clear policies in place, ideally those that are outlined in a contract. When the result is the same for all conceivable performance levels or is ambiguous or unknown, instrumentality is poor.

Valence: Valence is the special value a person ascribes to a certain result. "I find this specific conclusion attractive since I'm me," Valence expresses the truth. Needs, objectives, preferences, values, sources of motivation, and how strongly a person prefers a certain result are all factors that are connected to an individual's valence. A bonus or wage increase may be motivating and desirable to one employee but not to another (who may, for example, prefer more recognition or more flexible working hours).

When used correctly, expectation theory may aid managers in understanding why people select between different behavioral options. Managers should implement mechanisms that closely link incentives to performance to improve the relationship between effort and results. They may also utilize training to assist workers hone their skills and develop the conviction that putting up more effort would, in fact, result in improved performance.

3.3.2 Application of Expectation Theory

According to Vroom's idea, when the incentive has greater personal worth to them, workers would likely put up more effort at work. They'll be more conscious of the connection between their work and the outcomes. The following three procedures must thus be understood by the organization and the employee.

1. Increased efforts will improve work performance
2. Increased performance will lead to bigger rewards
3. The offered reward will be appreciated by the employee

It might be challenging to inspire an employee if one of these requirements is not satisfied. The final sentence in particular might cause problems. Therefore, a company must determine, in collaboration with its workers, the incentives certain employees appreciate and find motivating. Although this theory demonstrates that it is not necessarily the most essential aspect for employees, organizations often believe that financial incentives are the greatest method to encourage workers. Because of this, it's important to strike the right balance between rewarding people financially and establishing clear, individualized performance standards.

Self-Assessment Exercises (SAEs)

1. Expectancy Theory was propounded by Vroom in ___________?
2. The underlying assumption of Expectancy Theory is that someone would behave or act in a ` given manner because they are ________to choose a certain activity over others?
3. Motivation is a process that guides individuals' decisions among many voluntary activity ` options True/False?
4. According to _______the Expectancy hypothesis is predicated on the idea that employees ` base their degree of effort on what is required to perform successfully and get incentives at `work?
5. People behave or act in certain ways because they are motivated to choose a particular ` conduct over others based on what they anticipate the outcome of that ________to be?
6. Vroom established three variables: valence (V)__________and instrumentality (I)?
7. Expectancy is the person's conviction that effort will result in the __________outcomes?
8. Valence is the special value a person does not ascribe to a certain result True/False?
9. When the ______has greater personal worth to them, workers would likely put up more effort ` at work

3.4 Summary

This Units discussed Nature of Expectancy Theory, Components of Expectancy Theory as well as Application of Expectancy Theory. The theory is one of the motivational theories in administration and management

3.5 References/Further Readings/Web Sources

Isaac, R. G., Zerbe, W. J., & Pitt, D. C. (2001). Leadership and motivation: The effective ` application of expectancy theory. *Journal of managerial issues*: 212-226.

Montana, Patrick J and Charnov, Bruce H., (2008) Management – 4th ` edition. Barron's ` Educational Series

3.8 Possible Answers to Self-Assessment Exercises (SAEs)

1. 1964
2. Motivated
3. True
4. Ruth Mayhew (2019)
5. Behaviour
6. Expectancy (E)
7. Desired performance.
8. False
9. Incentive

UNIT 4 EQUITY THEORY

Unit Structure

4.1 Introduction

In the last unit we discussed a Nature of Expectancy Theory, Components of Expectancy Theory as well as Application of Expectancy Theory .In this last unit, Nature and assumption of Equity Theory and Characteristics of Equity Theory and Benefits of Equity Theory will be discussed.

4.2 Learning Outcomes

At the end of this unit you should be able to:

- Discuss the Nature and assumption of Equity Theory
- Characteristics of Equity Theory
- Benefits of Equity Theory

4.3 Nature and assumption of Equity Theory

The earliest version of equity theory was created in 1963 by Jane Stacy Adams. The foundation of equity theory is the notion that people are fairness-motivated, and if they see disparities in the input-to-output ratios between themselves and their reference group, they will try to change their input to achieve their perceived equality. According to Adams, people are more driven when they perceive equity as being high, and the opposite is also true: those who feel that their environment is unjust are less motivated.

According to the hypothesis, receiving low incentives leads to discontent, which drives individuals to act and lessens the difference between their ratio and that of the comparison group. One might, for instance, improve results or, if feasible, decrease inputs (lower performance). The theory's proponents contend that when someone receives excessive rewards, they may feel guilt, humiliation, or regret rather than wrath or resentment. Since these feelings are undesirable, they ought to spur people on to take action to lessen the imbalance. People are often more inclined to react by increasing inputs since they seldom forsake pleasant consequences. Forth other words, they must put in more effort.

Human resource experts have recently given equity theory greater consideration, particularly with reference to the fairness of results. Industry, labor, and the government are very concerned about equality, or more specifically, inequity. Workers often do not see the fairness of the trade between the employer and employees as only an economic issue; there is also a component of relative justice at play. Any social interaction in which an exchange occurs, such as that between a man and his wife, football teammates, or an employee and his employer, might be subject to equity theory (Abdelghafour & Al-Madi, 2012)

Inequity, according to Adams (1965), is "present for a person anytime he believes that the ratio of his results to his inputs and the ratio of others' outcomes to their inputs are uneven." The fundamental tenet of equity theory is that when people work for an organization, they provide certain contributions (e.g., abilities or job performance). People anticipate receiving something in exchange for the input they make; for instance, when they make a high performance input, they anticipate receiving a high pay level.

According to equity theory, overpaid employees should avoid any methods of reducing injustice that might (a) have a detrimental impact on their self-worth or physical health, or (b) devalue positive work outcomes like financial pay or job satisfaction. The study's findings suggest that a psychological rationale incorporating a greater valuing of one's work contributions is the favored strategy (Perry, 1993). Employees respond badly when they are dissatisfied with their jobs. This is in line with what Adams expected, which is that employees who feel unfairly underpaid may react by improving their results.

According to equity theory, individuals may readdress conditions of injustice cognitively, for as by changing their perceptions of the results of their employment. According to equity theory, underpaid employees may be able to restore overall fairness by persuading themselves that their compensation is fair given other results.

4.3.1 Characteristics of Equity Theory

According to Miner (1980), equity theory has the following characteristics:

1. Prediction of performance: the evidence of research showed that both over reward and under reward will have an effect on performance, but the question that remained unanswered is for how long this effect will last before corrected by cognitive distortion. On balance the theory seems to predict performance at least for a short period of time.
2. Prediction of work satisfaction: the research done in this area gives strong support for equity theory. In over-reward situations guilt and dissatisfaction was experienced which led workers to increase inputs, and under-reward created anger and resentment, which led in many cases to turnover and absenteeism, and lowering inputs.
3. Construct validity: the central construct of the theory is equity motivation. Or perhaps two constructs involving guilt or shame reduction and anger reduction. The theory lacks precision in regard to what factors operate as inputs and what factors operate as outputs and under what circumstances.
4. Utility: able to predict performance and work satisfaction.
5. Falsibility: the problem of individual, who will respond to inequity stimulation and who will not. There is also a problem in regard to a comparison other, how it is chosen and why, how factors come to be viewed as inputs and outputs and why

4.3.2 Benefits of the Equity Theory

There is a lot of practical value in equity theory. It may be used to practically any kind of connection, including ones that are romantic, exploitative, or professional. The second benefit is that equity comprises a large number of constructs, some of which are not quantified, but even so, we may eliminate inapplicable conceptions and variables rather than adding new ones to the theory. Comprehensiveness is the equity theory's third benefit. Fourth, the idea makes sense and consistently describes human behavior. This is obvious in its application and consistency, as our study revealed. Fifth, equity theory is not constrained by time or geography. This boosts its generalizability since it makes it relevant to any kind of connection. Sixth, the cause and effect links have been outlined in all of the theory's assertions. Seventh, there is construct validity for the hypothesis. Job happiness may be influenced by factors like salary satisfaction. These constructs have shown the expected behavior in investigations. Finally, because the nature of interactions is defined, equity theory may be said to be self-validating. Through study, equity theory show to have a solid foundation.

The results of the overpayment study, however, seemed conflicting. The research appeared consistent when looking at underpayment scenarios in which workers reduced their performance in response to the underpayment. Equity theory was unable to foresee the expected course of actions (lowering inputs, raising outcomes, or leaving the field). When someone feels underpaid, he or she may choose to adjust their inputs to lessen inequality by working less, or if they choose to cognitively misrepresent the quantity of their existing inputs, they may opt to work more. The equity hypothesis by John Stacey Adams explains why motivation cannot be determined just by income and working circumstances. It also explains why promoting or raising the compensation of one person may demotivate others.

People are more likely to be motivated when they believe they have been treated properly or favorably; conversely, when they feel they have been treated unjustly, they are far more likely to feel disenchanted and demotivated.
Employees strive to preserve parity between the contributions they make to a job and the results they get from it in comparison to how others are seen to have contributed and produced results. According to the equity hypothesis, individuals appreciate fair treatment, which motivates them to uphold fairness in their interactions with coworkers and the business.

Equity theory has received more attention lately from human resource professionals especially regarding the fairness of outcomes. Equity or more precisely, inequity is a major concern of industry, labor, and government. The fairness of exchange between employees and employer is not usually perceived by the employees as simply as an economic matter, an element of relative justice is involved. Equity theory could be applied to any social situation in which an exchange takes place (e.g., between a man and his wife, between football team mates, and between employee and his employer). When two people exchange something, there is a 3 possibility that one or both will feel that the exchange was inequitable.

Self-Assessment Exercises (SAEs)

1. The earliest version of equity theory was created in 1963 by ________________?
2. Receiving low incentives leads to ____________________?
3. Human resource experts have recently given equity theory greater consideration True/False?
4. Any social interaction in which an exchange occurs, such as that between a man and his wife, football teammates, or an employee and his employer, might be subject to ________?
5. ___________is "present for a person anytime he believes that the ratio of his results to his inputs and the ratio of others' outcomes to their inputs are uneven?
6. Prediction of performance is a characteristic of equity theory True/False?
7. _________is the equity theory's third benefit?
8. _________strive to preserve parity between the contributions they make to a job and the results they get from it?
9. Equity theory has received more attention lately from human resource

4.4 Summary

Employees need to feel that they have some influence over their future with their company, which is one of the reasons why fairness in the workplace is so crucial. A system is unjust if it lacks consistency, leading to arbitrary judgments and employee victimization fears. Systems that are unfair diminish workers' confidence that their efforts will provide worthwhile results. The advantages of acting in a way that is viewed as fair by subordinates should be known to managers. Managers need to be careful about how they treat their staff members since how they perceive their treatment may have an impact on how civically engaged they are. Additionally, their comprehension of equity theory and the many instances of under-reward and over-reward responses, as well as the impact on organizational issues including strikes, complaints, performance declines, theft, and resignation

4.4 References/Further Readings/Web Sources

Abdelghafour, A & Al-Madi, J. F., (2012) The Utility of Equity Theory in Enhancing ` Organizational ` Effectiveness. European Journal of Economics, Finance and ` Administrative Sciences ` http://www.eurojournals.com/EJEFAS.htm

Miner, J. B. (1980).Theories of organizational behavior. Hinsdale, Ill: Dryden.

Perry, L. S. (1993). Effects of inequity on job satisfaction and self-evaluation in a national sample `of African-` American. Journal Social Psychology, 13(4):565-574.

4.5 Possible Answers to Self-Assessment Exercises 1 (SAEs)

1. Jane Stacy Adams
2. Discontent
3. True
4. Equity theory
5. Inequity
6. True
7. Comprehensiveness
8. Employees
9. True