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**Assignment#no2 :**

**Management Theories**

Management theories are the set of general rules that guide the managers to manage an organization. Management theories (also known as "Transactional theories") focus on the role of supervision, organization, and group performance. Theories are an explanation to assist employees to effectively relate to the business goals and implement effective means to achieve the same.

**Scientific Management theories (Frederick Winslow Taylor (March 20, 1856 – March 21, 1915)**

In 1909, Taylor published *The Principles of Scientific Management*. In this book, he suggested that productivity would increase if jobs were optimized and simplified. He also proposed matching a worker to a particular job that suited the person’s skill level and then training the worker to do that job in a specific way. Taylor first developed the idea of breaking down each job into component parts and timing each part to determine the most efficient method of working.

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Scientific management is "knowing what you want people to do and knowing that they do it in the best and cheapest way possible."

Scientific management theory seeks to improve organizations efficiency by systematically improving the efficiency of task completion by utilizing scientific, engineering and mathematical analysis. The goal is to reduce waste, increase the process and methods of production of goods. This goal serves the common interests of employers, employers, employees and society. Scientific management theory can be summarized by Taylor’s four principles, which are:

* Managers should gather information, analyze it and reduce it to rules, laws or mathematical formula.
* Managers should scientifically select and train workers.
* Managers should ensure that the techniques developed by science are used by the workers.
* Managers should apply the work equally between workers and themselves, where managers apply scientific management theories to planning and the workers perform the tasks pursuant to the plans.

Therefore, these four principles have been applied in education institutions in order to create effective management and administration as the following: Managers should scientifically select and then train, teach and develop the workers, whereas in past the workers choose his or her own wok and trained him or herself as best as he could. In this aspect, every worker is studied, then developed to bring out his or her best faculties. The worker is also trained to do higher more interesting and more profitable class for work. Actually by this point Taylor was emphasizing the need for workers education programmes.

This principle is now applied in educational management whereas workers are being selected, trained, taught and developed. By taking case study on Mwanza city council, there is a special fund for educating and training workers. The workers should write the letter requesting for permission of further study then the council select to pay for him or her according to the high demand of the council as well as the budget. For example, science teachers are being selected to be trained and educated through Educational Fund due to lack of science teachers.

**The origin of the theory**

The nineteenth-century factory system was characterized by:

(i) Adhoc organization,

(ii) Decentralized management,

(iii) Informal relations between employers and employees and

(iv) Casually defined jobs and job assignments.

By the end of the nineteenth century, however, increased competition, novel technologies, pressures from government and labor, and a growing consciousness of the potential of the factory had inspired a wide-ranging effort to improve organization and management.

The focus of this activity was the introduction of carefully defined procedures and tasks. Historians have labeled these innovations “systematic management

**Founder..**

The founding father of scientific management theory is Frederick W. Taylor (1856-1915).  He was one of the first management consultants. He was an American inventor and engineer. Taylor was one of the intellectual leaders of the Efficiency Movement and his ideas, broadly conceived, were highly influential in the Progressive Era. Taylor His two most important works were *Shop Management* (1903) and *The Principles of Scientific Management* (1911).

**Main features of the theory..**

The broad features of scientific management can be outlined as follows:

**1.** Scientific Management does not involve a single element but a combination of varied elements.

**2**. It is concerned with a group or joint effort within an organization directed towards a common objective.

**3.** The group efforts should be made through certain type of organization and procedures.

**4.** The procedures and organization which form part of it must not be either on casual observation or chance factors.

**5.** The organization and procedures must be based on laws and principles evolved after a careful investigation and analysis of the work situation.

**6.** The system must be a dynamic one and not a static one.

**Implications of the theory**

A fundamental implication of scientific management is a manager’s primarily responsible for increasing productivity of an organization. The father of scientific management theory is Frederick Winslow Taylor. Taylor developed four principles of scientific management which are; a scientific management methodology be developed, managers should assume the responsibility for selecting, training and developing employee, managers should fully cooperate with employees to insure the proper implication of the scientific management method and management should become involved with the work of their employees as much as possible. Scientific management consists of a system for supervising employees, improving work methods and providing incentive to employees through the piece system.

**Bureaucratic Theory of Management**

The Bureaucratic Theory is related to the structure and administrative process of the organization and is given by Max Weber, who is regarded as the father of bureaucracy. What is Bureaucracy? The term bureaucracy means the rules and regulations, processes, procedures, patterns, etc. that are formulated to reduce the complexity of organization’s functioning.

According to Max Weber, the bureaucratic organization is the most rational means to exercise a vital control over the individual workers. A bureaucratic organization is one that has a hierarchy of authority, specialized work force, standardized principles, rules and regulations, trained administrative personnel, etc.

The Weber’s bureaucratic theory differs from the traditional managerial organization in the sense; it is impersonal, and the performance of an individual is judged through rule-based activity and the promotions are decided on the basis of one’s merits and performance.

Also, there is a hierarchy in the organization, which represents the clear lines of authority that enable an individual to know his immediate supervisor to whom he is directly accountable. This shows that bureaucracy has many implications in varied fields of organization theory.

Thus, Weber’s bureaucratic theory contributes significantly to the classical organizational theory which explains that precise organization structure along with the definite lines of authority is required in an organization to have an effective workplace.

**Max Weber listed six major principles of the bureaucratic form as follows:**

1. **A formal hierarchical structure** – In a bureaucratic organization, each level controls the level below it. Also, the level above it controls it. A formal hierarchy is the basis of central planning and centralized decision-making.
2. **Rules-based Management** – The organization uses rules to exert control. Therefore, the lower levels seamlessly execute the decisions made at higher levels.
3. **Functional Specialty organization** – Specialists do the work. Also, the organization divides employees into units based on the type of work they do or the skills they possess.
4. **Up-focused or In-focused Mission** – If the mission of the organization is to serve the stockholders, board, or any other agency that empowered it, then it is up-focused. On the other hand, if the mission is to serve the organization itself and those within it (like generating profits, etc.), then it is in-focused.
5. **Impersonal** – Bureaucratic organizations treat all employees equally. They also treat all customers equally and do not allow individual differences to influence them.
6. **Employment-based on Technical Qualifications** – Selection as well as the promotion of employees is based on technical qualifications and skills.

**The origin of the theory**

According to Max Webber , bureaucracy is the most efficient form of organization that has a well defined line of authority and clear and regulation which are strictly followed.

**Founder..**

Max Weber (21 April 1864 – 14 June 1920) was a German sociologist and political economist. Max Weber has developed the Bureaucratic Theory of Management.

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**Main features of the bureaucratic theory of management**

* Division of Labor.
* Formal Hierarchical Structure.
* Selection based on Technical Expertise.
* Management by Rules.
* Written Documents.
* Only Legal Power is Important.
* Formal and Impersonal relations.

**Implications of the theory**

The general development of bureaucratic theory, stemming from Max Weber's original formulations, has received impetus in the past decade, and the understanding of organizational behavior has been greatly enhanced as a result. The inferences to be drawn by administrators and others in a position to influence organizational development have, by comparison, received little attention. This discussion is, therefore, related to specifying a tentative series of such inferences rather than to an attempt to examine or extend the area of theory. Two themes of existing theory are considered for these purposes: strengths and strains related to structural attributes of bureaucracy,. and the relationship be- tween formal and informal organization.

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**Behavioral Theory of Management**

 In 1924, Australian sociologist Elton Mayo, who later became an industrial research professor at Harvard, began a series of studies that demonstrated that employee motivation is heavily influenced by social and situational factors. Mayo’s findings, referred to as the “Hawthorne Effect,” marked a radical change in motivational theory and management practice.

For example, Frederick Taylor’s principles focused on individual workers and how to optimize that person’s work performance. The Hawthorne studies observed workers in a social context—as part of a group—and determined that employee performance is influenced by not only innate ability but by the work environment and their co-workers. Specifically, the studies found that management attention and engagement with workers and the group dynamic had more of an impact on productivity than factors such as lighting or benefits.

**The origin of the theory**

Behavioral management theory was developed in response to the need to account for employee behavior and motivation. The shift moved management from a production orientation (classical leadership theory) to a leadership style focused on the workers' human need for work-related satisfaction and good working conditions.

**Founder..**

George Elton Mayo (December 26, 1880 – September 7, 1949) was an Australian psychologist, sociologist, and organization theorist. Mayo is known as the founder of the human relations movement. His research includes the Hawthorne studies.

**Main features of the theory**

Starting in the 1950s, a definitive different approach to management emerges. Employee behavior is placed centrally and the Human Relations theory places strong emphasis on the fact that organizations consist of groups of people. Human Relations supporters thus replace the mechanistic perspective on management with a people-oriented perspective. Every person is unique and therefore unpredictable. Their behavior is complex and to fully understand them it is important to recognize their personal motivations.

**Implications of the theory**

The behavioral management theory is often called the human relations movement because it addresses the human dimension of work. Behavioral theorists believed that a better understanding of human behavior at work, such as motivation, conflict, expectations, and group dynamics, improved productivity.

**Administrative Management Theory**

The Administrative Theory is based on the concept of departmentalization, which means the different activities to be performed for achieving the common purpose of the organization should be identified and be classified into different groups or departments, such that the task can be accomplished effectively.

The administrative theory is given by Henri Fayol, who believed that more emphasis should be laid on organizational management and the human and behavioral factors in the management. Thus, unlike the scientific management theory of Taylor where more emphasis was on improving the worker’s efficiency and minimizing the task time, here the main focus is on how the management of the organization is structured and how well the individuals therein are organized to accomplish the tasks given to them.

The other difference between these two is, the administrative theory focuses on improving the efficiency of management first so that the processes can be standardized and then moves to the operational level where the individual workers are made to learn the changes and implement those in their routine jobs. While in the case of the scientific management theory, it emphasizes on improving the efficiency of the workers at the operating level first which in turn improves the efficiency of the management. Thus, the administrative theory follows the top-down approach while the scientific management theory follows the bottom-up approach.

Fayol has given 14 principles of management with the intent to improve the functioning of the managers. To know about these, visit the link below:

**Henry Fayol’s 14 Principles of Management**

1. **Division of Work:** The work should be divided among the individuals on the basis of their specializations, so as to ensure their full focus on the effective completion of the task assigned to them.
2. **Authority and Responsibility:**The authority and responsibility are related to each other. Authority means the right to give orders while the responsibility means being accountable. Thus, to whomsoever the authority is given to exact obedience must be held accountable for anything that goes wrong.
3. **Discipline:**The individuals working in the organization must be well-disciplined. The discipline refers to the obedience, behavior, respect shown by the employees towards others.
4. **Unity of Command:** According to this principle, an individual in the organization must receive orders from only one supervisor. In case an individual has the reporting relationship with more than one supervisor then there may be more conflicts with respect to whose instructions to be followed.
5. **Unity of Direction:**Unity of direction means, all the individual or groups performing different kinds of a task must be directed towards the common objective of the organization.
6. **Subordination of Individual to General Interest:**According to this principle, the individual and organizational interest must coincide to get the task accomplished. The individual must not place his personal interest over the common interest, in case there a conflict.
7. **Remuneration of Personnel:**The payment methods should be fair enough such that both the employees and the employers are satisfied.
8. **Centralization:**Fayol defines centralization as the means of reducing the importance of subordinate’s role in the organization, and the extent to which the authority is centralized or decentralized depends on the organization type in which the manager is working.
9. **Scalar Chain:**This means there should be a proper hierarchy in the organization that facilitates the proper flow of authority and communication. It suggests that each individual must know from whom he shall get instructions and to whom he is accountable to. Also, the communication either going up or down must pass through each level of authority. In certain circumstances where the quick flow of communication is required, the rigidity of a scalar chain can pose problems. Thus, Henry Fayol has suggested “gang plank” which means anybody in the hierarchy can interact with each other irrespective of their authority levels.
10. **Order:** This principle is related to the systematic arrangement of things and people in the organization. This means every material should be in its place, and there should be a place for every material. Likewise, in the case of people, a right man should be in the right job.
11. **Equity:**All the employees in the organization must be treated equally with respect to the justice and kindliness.
12. **Stability of Tenure:** The employees should be retained in the organization, as new appointments may incur huge selection and training cost.
13. **Initiative:** The manager must motivate his subordinates to think and take actions to execute the plan. They must be encouraged to take initiatives as this increases the zeal and energy among the individuals.
14. **Esprit de Corps:** This means “unity is strength”. Thus, every individual must work together to gain synergy and establish cordial relations with each other.

**The origin of the theory**

In the 19th century, America was undergoing rapid growth and expansion. The need to develop management techniques that would integrate technology, materials and worker activities in a productive and efficient manner was a central concern during this period. With hese events in the United States and the impact of the Industrial Revolution in Europe, Classical management theory evolved in an effort to develop techniques that would solve problems of organizational efficiency in the production of goods and services.

**Founder..**

Henri Fayol (1841-1925): Fayol was born in France, where he worked for a coal-mining business. He developed 14 administrative principles for organizational structure and management.

**Main features of the theory**

Henri fayol father of administrative management. It is also called process management.

Fayol give two features of management

1. Management is an activity different from other activities.
2. Management has a quality of being universal.

**Implications of the theory**

The Implication of Management Theory to this days’ administrative function. The implication of management theory to this day’s administrative function is to improve quality of productivity, better working environment and decrease loss. The means may vary from era to another era but at the long run its goal is similar.

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