

SAMSON ESUDU

ID: UD68920HSU78054

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TOPIC: General Administrative Theory in modern-day Management

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1. Introduction

Administration is generally interpreted from different perspectives where activities are concerned. Others define it as the process of running business in an organisation or company. Meanwhile, others define it from a public service perspective as a way of managing public affairs in government. In other terms, it can also be defined as a process of a successful achievement of intended objectives.

Administrative Theory in other instances is defined based on the concept of departmentalisation which means the different activities to be performed in order to gain the common purpose of an organisation or company that should be identified and classified into different groups or departments so as to accomplish the tasks effectively.

Meanwhile, Henry Fayol, a French mining engineer, categorised General Administrative theory as a set of 14 principles of management which he believed to be applicable to any business. They include; Division of work, Authority, Discipline, Unity of Command, Unity of Direction, Subordination of individuals in the group, Remuneration, Centralisation, Scalar Chain, Order, Equity, Stability of Tenure, Initiative and Esprit de corps.

During modern day management, General Administration accounts for most human actions that are classified into creativity and habitual actions. Its taken as activities that are viewed for interpretation of the kind of actions being performed. It therefore implies that administration in the modern days clearly puts the salient uniqueness of human actions to ensure the general orders, routines to clerks, rules, discipline of leaders and other human activities that possesses the action characterised also what is termed as management.

It therefore means that General Administrative Theories involve development of unique techniques, principles and Management which revolves around balancing between old forms of administrative actions and modern days management systems in order to achieve intended goals.

2. General Administrative Theory

Henri Fayol, a French mining engineer, believed in the 14 principles of management which he stated that they can be applied to any business for it to succeed. It then means that it's an approach to managing business which mainly constitutes positive management practices. Meanwhile on the scientific interpretation of management theory by Taylor where he emphasised on improving the worker's efficiency and minimising the task time, which focus is on how the management of the organisation is structured and how well the individuals are organized to accomplish the tasks given to them.

The two theories differ in their interpretation but all focus on positive results. Administrative theory focuses on improving efficiency of management first in order to standardise and shifts to operational level where employees are made to learn the changes and implement during routine tasks. While on the scientific management theory of Taylor, it emphasises improving the efficiency of the workers at operational level first, which in turn improves the efficiency of the management.

It therefore implies that Administrative theory follows the top-bottom approach while the scientific management theory follows the bottom-top approach.

Reviewing Henry Fayol's principles of management who studied organisational problems from the manager's perspective hence found that organisation's activities can be categorised as technical, financial, commercial, security, accounting and managerial as elaborated on in his 14 principles of management below;

a. Division of Labour/Work

This implies that tasks are distributed among the individuals based on their organisation to ensure their full focus on effective completion of the task assigned per individual. Division of labour or work is an economic concept which states that dividing the production process into different stages enables workers to focus on assigned roles and responsibilities. Concentrating on a specific aspect or task in any production contributes to increased overall efficiency. Giving the example of Administrative Management, it is sub-divided into different sections such as Human

Resources to handle recruitments, Payroll section to manage salaries, Administration to manage internal procurement for administration. In that way, it makes it easier for tasks to be planned and accomplished efficiently and effectively.

However, division of labour caters for only structured systems with multiple sectors within the same organisation. It has not elaborated how singular management and leadership with multitask systems are successful, such as one-person band or cooking where only one person manages and becomes successful. This leaves no doubt that division of labour alone does not take full responsibility for the success in management during the modern days.

b. Authority and Responsibility

Authority in other terms implies that to have a right to give orders to make things happen. This means that it either a formal, institutional or legal power in a particular position or job that empowers the holder to perform the task successfully.

While Responsibility on the other hand is an obligation of subordinates to perform a duty which has been assigned by supervisor/superior. It shows that obligation is the essence of responsibility.

Organisational set up the supervisor to subordinate relationships gives rise to the responsibility as supervisor is vested with the authority to get the specified work done by the subordinates.

In other words, authority can be characterised on a communication in a formal organisation by which it is accepted but a contributor to the organisation as governing the action he contributes.

Authority emerges from decision-making as a main feature. Leaders in systems have authority to order subordinates to act in a particular manner. Leaders perform successfully because decisions are made about work behaviour of subordinates.

In understanding in depth on authority and responsibility, unlike in the past, the current generation grow up with independent mindsets and understanding where respect to authorities is determined by the attitude of persons where rights are in the commanding position of how subordinates are supposed to be treatment and communicated to. Authorities are respected based on how they approach subordinates in assigning responsibilities. Past generations have grown up with a mainly autocratic system of administration and management when it comes to authority and responsibility. Understanding responsibility in the modern era is embedded more in

academic literature while in the past was more of practical skills training.

c. Discipline

Henri described discipline as one of the principles in administrative management in the sense that, employees in any organisations must be much disciplined which refers to obedience, behaviour, respect displayed by employees towards one another so they can perform their duties successfully as a team. This force prompts employees to comply with rules, regulations, standards and procedures deemed necessary for organisations or companies.

Discipline in this sense means the absence of chaos, irregularities and confusion in the behaviour of an employee. This is meant to regulate standards in form of conduct and control among employees where there shouldn't be fighting, abuse, disrespect or any form. By performing duties with compliance to organisation rules and regulations, it facilitates productive management and result oriented management.

Despite other irregularities in the modern management era, discipline contributes to a high level of control and commitment among employees to their roles and responsibilities that strengthens and builds team for a common goal.

d. Unity of Command

Fayol's reference to the unity of command principle guides that, an individual in an organisation must receive orders from only one supervisor. Scenarios where one individual reports to many supervisory persons, it possesses many conflicts with respect to whose instructions come first or to be followed. Giving an example of a helper in the field who can be asked by any supervisor for help. Responding to such requests ends in conflict in the sense that different supervisors are asking for help from the same person at the same time. In most cases, priorities go for those with humble authority approach and close relations and others who compromise with respect for one another maybe the last supervisor to be responded to at last.

Unity of Command in the modern era may not fully contribute to successful administrative management, especially where variance in qualifications and experiences are concern. Numerous employees are considered based on technical know who but not technical know how. Due to

limited job opportunities worldwide, recruitment processes are always compromised with corruption in order to choose family, friends and relatives who may not have enough understanding of the scope of the job. Such a person is assigned to manage academic technocrats who may tend not to follow command while communicating.

e. Unity of Direction.

Unity of Direction can easily be misinterpreted as Unity of Command. Despite their closeness in meaning, Unity of Directions adds to its difference in activity where it implies that there should be one lead and one plan for a group of activities with the same objective. It therefore means that each group of activities having the same objectives must have one plan of action and must be under the control of one head or manager or supervisor.

This concerns the direction of the efforts of employees of one division towards the achievement of the objectives the specific section.

This principle, according to Henri Fayol, establishes efficient achievement of organisational objectives in a better coordinated efforts among employees which are directed in a better way and systematic working environment. However, Unity of Direction has negative situations where decrease in organisational efficiency can also be realised wastage of resources and duplication of activities can be experienced once violation of this principle is noticed.

f. Subordination of Individual to general Interest.

The interests of an individual must not override the goals of an organization. It therefore strengthens the fact that the general interest is superior to the individual interest where management must always integrate the individual goal with organizational goal to ensure objectives are accomplished efficiently and effectively. Despite individual workers committing their efforts towards their interests, the ultimately organization objective is achieved.

Everyone joins systems with certain expectations and objectives in order to achieve. Implying that if an individual worker has personal objective directed negatively from organization interest, leadership must try to harmonize both interests. This will tantamount to satisfaction on both employee and organization hence helps maintain cordial relation between the employees and

management. This, as a result helps increase efficiency and effectiveness.

g. Remuneration of Personnel

Remuneration is an act of being compensated for the service rendered. Employees should be compensated for their service rendered to the organization or company. There are different types of remuneration which include; salary, wages, commissions, bonuses & incentives and many others. As a principle in administration and management especially during the current generations which is driven by monetary value for compensation has strong satisfaction in compensation using monetary value.

Initially, where barter trade was dominant, remuneration was more of exchange of service for goods. Giving my experience while growing up in early 1980's, we could go to support another family in their farm work and compensation was preparing food. This was motivational for family to family support in cultivation or farming. At the end of the day, everyone is satisfied. Today, remuneration is mainly referred to be monetary compensation.

h. Centralization

Henri referred this as the means of reducing the importance of subordinate's role in the organization where authority is centralized or decentralized depending on an organization structured manner. The executives at an organization manage the planning and decision-making responsibilities where they give instructions to all other levels of the organization who support and help in implementing the decisions.

The features of centralization in management include; Top management, authority to make decisions is in the hands of the top management only, Information flows from the upper level to the lower levels, longer time to make decisions and centralization is suitable for small organizations that are just starting or at the level of advancement.

As time has evolved, strong believe in centralization has deteriorated due to the introduction of participatory methods as recent approach to planning, management and research.

i. Scalar Chain.

Proper hierarchy in an organization that facilitates the proper flow of authority and communication. Fayol in his suggestion states that everyone must know from whom he shall get instructions and to whom he is accountable to. Communication in its flow either upwards or downwards must pass through each level of authority. The rigidity of a scalar chain can pose problems thus gang plank influencing anyone within the hierarchy irrespective of their authority. Despite the rigidity of some organizations, there is room for free interaction with authorities to avoid high level of intimidation.

j. Order

This means all aspects should be in the right place and there should be a place for every material. Therefore, people are not exceptional. Therefore, the right personnel should be in the right job tasks. Besides right people in the right jobs, right personnel should receive the right resources for executing right jobs, for example, right positions, right remuneration, right qualifications, to avoid inadequacies in resource utilization.

According Fayol, the principle Order means right arrangement of things and activities which should be taken as normal, correct or fitting in a good condition. He further narrates that every organization should have two different orders. Material order specifies that there should be a proper place for all physical resources while Social order specifies proper place for all human resources in accordance with their designations strengthening the fact that “right person for right job”.

k. Equity

Fayol highlighted equity as one of the principles in a sense that, applicability of same rules and regulations for all employees in the organization irrespective of their religion, sex, caste, colour, creed, language, nationality, grade and position. It is built on the basic thought that all employees of the organization are equal. There shouldn't be any form of discrimination on any grounds against any employee. This equal treatment will motivate employees to give their whole hearted and maximum contribution towards the achievement of overall objective or goal of the

organization. However, equality doesn't mean equal salary, equal positions but it must clearly be elaborated as equal rules and regulations without discrimination. It is unfortunate that this principle does not apply to some organizations in different countries. Giving example of Guyana where local content bill was passed which discriminates most people of colour from accessing job opportunities, services and many others.

l. Stability of Tenure.

This is a principle arguing organizations to run smoothly, personnel must not frequently enter and exit the organization. It must take steps to obtain as much stability in its management and workforce as possible to prevent human resource turn over.

Interferences such as high staff turn over costs a lot to an organization, especially when a large percentage of human resources leaves. Replacements will always have to obtain training in organization operations and rules while getting accustomed to the policies, procedures and culture of the organizations. Their productivity and efficiency may perhaps be less than the employees they replaced. Literally, an organization risks losing lots of information while spending lots of resources on replenishing. Reducing employee attrition must be prioritized and careful selection of employees whose values and goals match the goals and values of the organization. Fair and competitive compensation packages should be provided as an incentive for employees to stay.

m. Initiative

Initiative implies that to start or to begin in any organized activity. Fayol suggests in this principle that each employee should be given an opportunity to take some initiative in a framing of the functional plan as well as in determining the steps to be taken at each level for proper execution of the plan. Management must welcome employees for taking initiatives in forwarding valuable suggestions before the plans are set up. When plans are set up in a consultation with employees, it makes them become part of it by having their ideas incorporated in the master plan or activities. This helps to minimize resource wasting, non-compliance and maintain cordial relation between employees and management. This will make the working environment more

interesting with strong bond with great effective. Initiatives are typically internal campaigns that seek to improve an organization's work environment, organization working culture and strategies. For example, I did initiate establishment of Worker's Grievance Committee (WGC) at the company where I was working as Welfare Officer. The committee helps companies to save a lot of resources through committee advise to the management on preventative measures against strikes. This initiative made me feel fully comfortable.

n. Unity is Strength

This is represented by a point broom which demonstrates unity as strength. Once people come together with the same attitude, aim, goal, objectives. This helps focus on the importance of unity among employees. Team spirit to this effect should be promoted by managers where each employee will feel a strong sense of belonging in an organization hence embraces programs. Evidently where there is unity, there is progress. Henry Fayol emphasized managerial activities and classified these into five sub-activities which includes Planning, Organizing, Directing, Coordinating and Controlling for better understanding. General Administration Theory in modern-day management accounts for most human actions where managing has become the most crucial human activity since human beings commenced formation of social organizations to fulfil objectives and goals.

3. Management

The process of managing things, people or control is termed as Management where it has evolved over decades as its now termed as modernisation. Managing has become the most crucial human activity ever since the formation of social organisations that have objectives and aims to achieve. This has occurred in order to guarantee coordination and accountability.

During the colonial era, societies relied on grouping effort to make things done. The duty of managers today increases in complexity and important. This has resulted in every manager acquiring managerial skills before engagement, thus Management is the science or art of attaining goals and objectives through other people. Management can be applied to all types of organisations at all levels.

It therefore means that Management subscribes to bureaucracy development, which gets its importance from necessity for strategic planning, directing, coordination and control of big and composite decision-making methods at all levels.

It also embraces the laid down guidelines and rules although procedures should not be available like ends in themselves for execution, communication, control, crisis management and delegation.

Human Resource Management ought to be based on premeditated integration of human resources, workers assessment and exchange of ideas between workers and shareholders. It's also important to Organisation leadership must be developed similar to interpersonal relationships, performance motivation, teamwork, emotional strength, personal integrity, maturity to handle situations and general management skills of any system.

Management in any organisation has principal objectives which would include but not limited to;

a. To ensure organisational targets and goals are met within minimum cost and least waste, it has to minimise expenditures in order to realise sustainable profits. Most managements in organisations ensure that they employ alternatives to minimise expenses. This, to some extent, has contributed to demand for a limited skilled labour force who can be paid cheaply hence affects quality of production and products.

b. The subsequent objective focuses on welfare and health and safety of employees. This involves benefits to employees and their families, insurance to ensure that they are moderately comfortable in their jobs. Emphasis on the welfare of employees motivates the workforce to produce.

c. Protect organisation resources which facilitate organisation progress. Resources can be machinery, human resources, equipment that make the whole process running.

Planning to this effect involves coming up with missions, objectives and activities to be achieved. This needs proper decision-making where choosing activities for the future course matters among alternatives. It entails overall purposes to the detailed actions to be taken. There are no real plans which subsist unless a decision or commitment of human and material resources are in place. Therefore, making of decision is part of the planning study, proposal and analysis enacted to make things happen.

Usually, working together in groups guided by proper management leadership gain goals and have duties to take part in as their roles and responsibilities are already defined in the plan.

Meaning, organising forms part of management, which involves in the establishment of intentional structures of people roles to fill in an organisation.

The purpose of any organisational structure is to assist in the creation of an environment for human proper performance. However, designing organisational structures is not a simple managerial role since most of the problems interfaced while making structures to fit situations that include defining the types of jobs which must be done and getting human power to implement.

Leading to this effect is influencing people to make them contribute to group goals and organisation goals and it has to do with the aspect of interpersonal in management predominantly. Attitudes and desires are factors that occur from people affecting management systems as a result of their behaviour as a group and individuals. Thus, effective managers ought to be effectual leaders, which involves leadership approaches and styles, motivation and desirable management communication.

For instance, controlling of budget expenses is measuring and correction of subordinates activities to ensure events conform to the plan. It helps measure staff performance towards goals

and objectives and exposes where deviation encroaches the plan. However, in the case of non-budgeted activities, it should be activities that contribute to the targeted goals and are agreed by the board of directors/management. Plans to this effect direct the managers in the utilisation of resources to achieve targeted goals and objectives, thus control what people contribute and controls the outcome in an organisation.

It is therefore important to note that coordination is the quintessence of managership to achieve the harmony in between the individual efforts for group goals and objectives accomplished.

Despite the management functions relate to the internal environment performance within the organisation, managers should as well focus on the exterior environment for organisations. It is always good to understand the external environment as well when executing programs. Various elements within the external environment include economic, political, social and ethical factors which affect operations.

Managers in general, whether in organisations or in business or non-business sectors must be a surplus in managerial skills which environment of operation should focus on achieving goals and objectives at a minimum cost, materials, time bond and with available resources.

General administration theory in modern day management ensures the managers are productive efficiently and effectively through technological integration. Productivity improvement has to deal with effective performance of the basic non managerial and managerial activities which is accounted as the output-input ratio in certain period with due consideration of equality.

Managers perform their managerial function although time spent on each could be different. For example, Top-level Managers use more of their time during planning and organising as compared to lower level managers. Meanwhile, leading takes deep bite for the first line supervisors though the difference of time during controlling varies slightly for managers in various levels. Therefore, managers are dynamic and life-giving element in all businesses. In devoid of managers leadership, resources of production just remain unutilised and never become productive.

General Administration Theory in the modern day management has a big impact as in a competitive economy, the quality and performance of managers influences the outcome of businesses and its survival. Today, the prerogative is no longer of Capital and Labour but its

Management and Labour. having realised that, money is the only motivational factor to labour force. It is rather Management. Employees are motivated to be productive by management in different ways. Management is indispensable and thus it grew fast with little opposition leading to developing and developed worlds have the enormous stake in skill, competence and responsibility of management. This reflects modern day management as compared to past management systems.

4. Challenges in Management today

a. Uncertainty about the future; The clarity of the future is not known given the COVID-19 pandemic that brought all businesses to a standstill which accelerated the trend of uncertainty. Existing management models no longer address the challenges that the crisis presents.

Uncertainties expose organisations to tragedies of limited successes. For example, uncertainty impact on proper decision making hence get acquainted to rash decisions or halt decisions until more data points to work confidence. Most programs got affected when the COVID-19 pandemic affected the entire globe, hence stagnated progress.

Managers should consider re-evaluating scenarios they are interfaced with and make adjustments in light of uncertainty. Proper planning for future uncertainties needs organisations to equip themselves to deal with such. We can't predict the future but we can make ourselves future proof.

b. Tracking and Increasing Team Productivity; Successful organisations at least have one thing in common which makes them standout. Employee productivity. The Harvard Study confirms that the best companies are 40% more productive than the rest. This stands strong as a tracking and improving team productivity that remains one of the top challenges facing managers today. It is unfortunate that it becomes even more challenging due to continuously evolving workplace which changes have become driven by technology, globalisation and the pandemic such that tracking productivity gets trickier for managers looking after a team with different work setups, work habits and time zones.

c. Recruiting and Onboarding the right talent. One of the challenges in management is recruiting, has continuously been a difficult task. Finding talented and right skills is tricky today

as compared to the past period. More worse with virtual recruitment after pandemic hit the world that ends up in remote working arrangements due to COVID-19 restrictions. Talented employees were deprived of a proper onboarding experience due to a swift on uncertainties. The majority of developing nations have talented skilled people who can't access improved technology that can allow them full access to onboarding virtual recruitment. Being prepared means knowing what challenges await and taking the steps to anticipate or address them. Succeeding in today's business world is to embrace uncertainties with knowledge and a plan of action.

5. Recommendations

General Administration Theories are termed as viewpoints with which individuals make sense in their world experiences. Just like any other interpretations, people view things differently where they provide criteria for what is necessary and not necessary. Different scenarios where theories enhance effective communication and more into more composite relationships with new people in the system while ensure that there is an avenue to learn more outside the scope. Interpretations differ in the varying nature of the current organisational environment. Therefore, listening to understand gives a broader interpretation of information in all angles from it's source.

Satisfaction and Performance is not primarily economic but relies heavily on attitudes and working communications, working environment, encouragement and positive management response resulting in a productive environment. The social makeup and group dynamics of an organisation are crucial forces for higher productivity.

There is a need for greater participation among all employees today as they contribute more to the successful management of an organisation or business. Trust plays a big role in it and greater attention to groups and teams in the workplace. For example, employees today go to the extent of establishing labour unions in order to advocate for their involvement and appreciated at all levels in the employment sector which organisations have significantly recognised.

The movements in human relations' greatest impact resulted as of the influence of personnel department and organisation's leadership where managers make decisions they are responsible for the aspects of the current condition and act on the areas which form key situations at hand. The emphasis on the cycles of continuous improvements and the best practices which tie into cultural strength and more so the need for flattening the management pyramid and minimising the hierarchy management levels where consensus management of inclusiveness in decision making becomes key player.

Utilisation of organised knowledge in management can improve managers' performance. That knowledge comprises of scientific nature where the science underlying management is somehow inexact and crude as many variables in which managers deal with are enormously complex. Managing in devoid of management science ought to put their belief on intuition, luck and on

past occurrences.

For example, childhood growth makes children start becoming managers as they take it out to the play grounds. Their intuition in the playground is so receptive that they listen to understand which picks their attention and stay consistent.

6. Conclusion

General Administration Theory in the modern day management enables managers to design and maintain effective environment of operations. Managing is the most crucial activity in an organisation as managers perform functions of organising, planning, leading, staffing and controlling. However, the managerial skills needed differ with organisational levels.

It maintains managers in emphasising for surplus and be productive by getting constructive output-input ratio in a particular period with consideration of quality.

General Administration Theory in modern day management involves development techniques, principles and management. Widening of management in it's scope involves establishment of techniques, principles and concepts that relate to cultural integration which will blend to accommodate history and modernisation structured managerial skills which become more inclusive and sustainable.

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