

conditions, standard time etc. This further weakens trade unions, creates a rift between efficient & inefficient workers according to their wages.

5. Over speeding – the scientific management lays standard output, time so they have to rush up and finish the work in time. These have adverse effect on health of workers. The workers speed up to that standard output, so scientific management drives the workers to rush towards output and finish work in standard time.

Employer's Viewpoint

1. Expensive – Scientific management is a costly system and a huge investment is required in establishment of planning dept., standardization, work study, training of workers. It may be beyond reach of small firms. Heavy fixed investment leads to increase in overhead costs.
2. Time Consuming – Scientific management requires mental revision and complete reorganizing of organization. A lot of time is required for work, study, standardization & specialization. During this overhauling of organization, the work suffers.

Q.15. Define Administration. In which respect is it different from Management?

Ans. According to Theo Haimann, —Administration means overall determination of policies, setting of major objectives, the identification of general purposes and laying down of broad programmes and projects”. It refers to the activities of higher level. It lays down basic principles of the enterprise. According to Newman, —Administration means guidance, leadership & control of the efforts of the groups towards some common goals”. Whereas, management involves conceiving, initiating and bringing together the various elements; coordinating, actuating, integrating the diverse organizational components while sustaining the viability of the organization towards some predetermined goals. In other words, it is an art of getting things done through & with the people in formally organized groups. The difference between Management and Administration can be summarized under 2 categories: -

1. Functions
2. Usage / Applicability

On the Basis of Functions: -

| Basis | Management | Administration |
|----------|---|---|
| Meaning | Management is an art of getting things done through others by directing their efforts towards achievement of predetermined goals. | It is concerned with formulation of broad objectives, plans & policies. |
| Nature | Management is an executing function. | Administration is a decision making function. |
| Process | Management decides who should do it & how should he do it. | Administration decides what is to be done & when it is to be done. |
| Function | Management is a doing function because managers get work done under their supervision. | Administration is a thinking function because plans & policies are determined under it. |
| Skills | Technical and Human skills | Conceptual and Human skills |
| Level | Middle & lower level function | Top level function |

On the Basis of Usage: -

| Basis | Management | Administration |
|---------------|---|---|
| Applicability | It is applicable to business concerns i.e. profit-making organization. | It is applicable to non-business concerns i.e. clubs, schools, hospitals etc. |
| Influence | The management decisions are influenced by the values, opinions, beliefs & decisions of the managers. | The administration is influenced by public opinion, govt. policies, religious organizations, customs etc. |
| Status | Management constitutes the employees of the organization who are paid remuneration (in the form of salaries & wages). | Administration represents owners of the enterprise who earn return on their capital invested & profits in the form of dividend. |