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CRITICAL ANALYSIS OF MANAGEMENT THEORIES

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Introduction

In the present context, two specific kinds of theories have been taken into consideration to get an overview of how their principles are applicable in the contemporary context of the environment of business. The two theories are respectively ² the administrative management theory by Henry Fayol and the scientific management theory by Frederick Taylor. When the matters of businesses are taken into account these two specific theories are very essential to manage it effectively. From this perspective, scientific management theory plays a very important role. Henry Fayol's Administrative Management Theory is considered the harbinger of the theories in the field of management. The theory is very effective to control or to manage the administration of the business of a particular organization (faculty.lsu.edu, 2023). The Scientific Management Theory of Taylor on the other hand is an evolution in the field of management theory that helps the employees of an organization to do their work more efficiently. The two specific theories will be discussed very minutely in the later part of the essay.

Discussion

Fayol's management theory helps the employees of an organization to adopt a scientific approach to the proper management system. In the specific theory, Fayol emphasizes that effective personnel and the employment of every business that is the key point of every business to reach their destination of success. The theory is generally based on fourteen specific principles (Abdukhilovich, 2023). The first principle of the theory is the distribution of tasks to the employees according to their caliber to optimize effective outcomes. The second principle focuses on the concept of balancing responsibility and power. The owner of a business has to understand his power and what responsibilities should be taken to keep up the power. The third principle of this theory is related to the discipline that is very important for the administrators as well as the employees of a company to work in a friendly manner. The fourth principle focuses on the proper implementation of the task so that no complication is created and no duplicate work is required for further improvement (Ramakrishna, 2019). The fifth principle simply says a specific goal must be created and that should be followed by the proper working process. The sixth principle of the theory gives the idea that every individual involved in the business must prioritize the achievement associated with the goal. The seventh principle asserts that the proper remuneration must be delivered to the employees as per their contributions towards the achievement. The eighth principle is the

concept of centralization which is a proper imitation of the structure of the task and virtually adopting a proper implementation process. The ninth and the tenth principle say respectively that each employee should be aware of their duty and have the courage of facing any problem in the way of their progress. The last four principles generally say about ethical consideration and creating a better working environment by the administrators. Thus, the principles of Fayol's Administrative Management Theory are very efficient in the field of the business environment.

On the contrary, Frederick ⁶ Taylor is considered the father of scientific management. Although Taylor's Scientific Management Theory also have some specific principles however they can be differentiated as they are based on or focuses on the scientific aspects (bl. uk, 2023). According to the principles of the theory, the works of every specific individual should be analyzed scientifically. The best way of doing a job can be the completion of any work by a properly implemented method and also the measurement of the amount of work that first-class workers can do in a day. Next, the most suitable person for a job can also be chosen scientifically. According to Taylor, everyone is a first-class worker of their specific working abilities in various fields and it is the important role of the management system to find the perfect worker for any specific job to get a better outcome (geeksforgeeks.org, 2023). The managers must be very efficient to ensure the necessary work is done scientifically by cooperating with them. Managers will undertake the supervision of the work and the workers will complete their tasks.

Henry Fayol's Administrative Management Theory is one of the most influential management theories ever made and theorized. Fayol developed this theory during the early 20th century and it emphasizes the importance of management functions in organizations. In the words of Fayol, there are ⁷ five major functions of management: Planning, Organizing, Commanding, Coordinating, and Controlling; POCCC functionality (Hatchuel and Segrestin, 2019). These are the primary functions that are very essential for effective management and assertive judgment of circumstances and could be applied to any organization, albeit its size or type (Oglu Karimli and Oglu Baghirov, 2020), the very first function of the Planning stage includes setting goals, defining strategies and handing out roles, and developing strategies to achieve such goals in the very first place. The secondary function of Organizing needs identification and group activities to pool the resources in a structured way to achieve targets. The tertiary function of Commanding is purely based on leading the charge and directing employees toward the same set of goals and objectives. The quaternary function of Coordination revolves around the harmony and synchronization of different targets into the

same pathway to avoid unnecessary trouble in the functioning team or to deviate from interpersonal conflicts which enhances efficiency greatly whilst maintaining peace and tranquillity between the administration and the team resulting in expected growth. The quinary function of controlling involves monitoring progress toward goals and taking corrective actions as needed. According to Dumez (2018), Fayol's theory emphasizes the need for clear lines of authority and communication, and the importance of specialization and delegation of tasks. Fayol believed that managers should be selected on their abilities, expertise, and qualifications rather than their social status or connections, the social image they may carry around. He was heavily inclined toward the importance of equity in administration, unity of command at its best level, and unity of direction in organizations (Ali *et al.*, 2021). In summary, Fayol's Administrative Management Theory unfolds a comprehensive yet quite easy-to-understand and implementing framework for effective management from the get-go. Fayol's theory is fully based on the following setup of carefully selected and used words which in actuality, works like a charm for administrative purposes and teamwork and team harmony, the priority of Planning, Organizing, Commanding, Coordinating, and Controlling (POCCC), and eases the need for clear modes of communication, authority, specialization, and working in a rhythm (Karimli and Baghirov, 2020).

Frederick Taylor's Scientific Management Theory is very efficient and descriptive on one hand, unfortunately; on the other hand, it's quite controversial for its management theory developed in the late 19th and early 20th centuries and especially during the 2nd and 3rd Industrial Revolution. This theory is also, sometimes mocked, known as Taylorism, and it imbibes the importance of scientific analytics, mathematical analysis, and systematic processing to improve efficiency and productivity in organizations on a whole new level, and it also came with a few catches. Taylor believed that the normal or per se, traditional way of working, in which workers used their made-up methods to perform tasks, was greatly inefficient and was a total waste of resources in the eyes of Taylor (Yin *et al.*, 2018). Frederick argued that the scientifically correct method should be used to find out the most efficient way of performing any task given at hand and that this would lead to an incremental increase in productivity and profitability would be off the charts. This was the central idea of Taylor's theory or concept. Taylor believed that there is only one sophisticated and one of the most efficient ways of performing any task and that it should always be determined through scientific calculations, or analytics to do better experimentation on such processes. In finding the best way possible, Frederick Taylor developed a process of dismantling tasks into

their smallest components or the smallest subsequent order and analyzing every component for determining the most efficient way of executing such tasks. It involved measuring the time required to perform each component of a task as fast as possible, identifying any unnecessary movements, and those unneeded functions were quickly discarded, and those workers were eliminated by Taylor himself. Taylor's theory also emphasizes the importance of training and development daily for better motor function of the workers at that time.

¹ He believed that workers should be trained to perform tasks in the most efficient way possible and that managers should be responsible for providing this training (and it turned out to be quite a controversial hot topic during the early 1900s and still is a topic of debate in the 21st century). Taylor argued that workers could be more motivated, and pumped up if they were paid diligently for their productivity, rather than their time. Taylor introduced the concept of the "Per-Piece-Rate" system of pay, this system lets the workers be paid based on the number of units they produce, rather than the time they spend working hourly or according to their shift duties. This was designed in a way to incentivize workers to be more productive, as they would earn more money for producing more units at a time, instead of grinding their knees off for a month's pay. ⁵ One of the most important aspects of Taylor's theory is the main basis of separation between the planning and execution of orders and tasks handed to the workers. He used to believe that managers should always be responsible and liable for the planning and organizing of tasks for every individual worker available at the time or the site, while workers should be responsible and liable for executing the work or not (Parker and Jeacle, 2019).

This separation or filter from the rowdiness of the on-site workers, this regulation allowed the managers to focus on improving efficiency and productivity, while workers could focus on performing their tasks at hand by making themselves skillful in doing so. Taylor's theory was country-wide criticized for its mechanical or in-human approach to work ethics, which reduced workers to mere cogs in a machine, a prime example is, hamsters in a wheel. Critics argued many times that this theory ignored the most important human aspects of work, such as job satisfaction and creativity whilst doing the work, which creates innovation (Haveman and Wetts, 2019).

They also were criticizing the per-piece-rate payment system, which they argued could lead to workers sacrificing quality for quantity for the masses out there, and could result in increased competition and conflict among workers resulting in mutinies and even catastrophic outcomes (Calabrese *et al.*, 2018).

Despite its limitations and the controversial impact it had on the still-revolutionizing industry, Taylor's Scientific Management Theory had a significant breakthrough in management practices in the 20th century by a marginal curve. It paved the way for other management theories at that time and it pushed people to create something more human friendly, instead of hazardous. In Human Relations Theory, Total Quality Management approach, still many organizations use Taylor's principles and technicalities to improve efficiency and productivity for faster profitability and productivity (Khovanskaya *et al.*, 2019).

Henry Fayol's Administrative Management Theory continues to make a significant impact on modern-day management practices even after all the modern-day theories that were made after Fayol's theory. This theory provides a framework or some could say, it provides an infrastructure for assertive management and could be applied to any type of organization to this date, it does not matter how much manpower an organization has, be it 12 people or 200 people, and so on (Mahindru *et al.*, 2018).

One way in which Fayol's theory is still in use today is inclined toward the development of organizational structures and the organization's mindset in general. Fayol's theory is based on the need for a code of conduct, and authority, communication is of the utmost need, also the importance of specialization of each employee to better upskill and remap their abilities to put them into good use with the help of delegation of tasks and actions. Modern organizations often use this principle to design hierarchical structures that facilitate efficient decision-making and communication. Modern organizations use the principles of Fayol's theory (just a little modernized to merge flawlessly with the modern times, and 21st century) to set clear goals.

Another way in which Fayol's theory is still used today is in the development of managerial skills. The theory emphasizes the importance of selecting managers based on their abilities, plus points, and field of expertise for better handling of situations if things somehow went south. Modern organizations nowadays use this simple set of principles to identify and train managers who have the necessary skills to lead and manage teams effectively and effortlessly without any hassle, or if dire circumstances are coming up, they easily tackle such problems. Fayol's theory already highlighted the importance of coordination, especially teamwork, and control in the manager and organization's hands. Today's complex business topography, coordination, and control are incremental to assure that the different parts of the organization gel and slide to work together toward a common shared goal. Modern organizations use these simplicity-filled yet extremely comprehensive principles of Fayol's theory to develop

programs and operating systems that facilitate coordination and control for the development of the organization as a whole (Hussain *et al.*, 2019).

Lastly, Fayol's theory revolved around equity, equality, and fairness in organizations is promoted heavily. Modern organizations use this principle for promoting unity among diversity and to create a friendly environment that is free from discrimination and biases that usually happens in these sectors lately. To be precise, Fayol's Administrative Management Theory is continuing to be highly relevant in modern-day management activities (Berber *et al.*, 2022).

Frederick Taylor's Scientific Management Theory continues to have a significant impact on modern-day management practices. This theory hands out a framework for increasing efficiency and productivity through the careful study and measurement of work processes through calculations and so on. The primary way in which Taylor's theory is still used today is all the credit to the development of production and manufacturing processes in this 21st century. Modern organizations use the principles of Taylor's theory through the mathematical framework of formulas to help optimize work programs and coding, identify inefficiencies through the operating system, develop strategies to eliminate wasteful output, and improve product quality at the same time. Taylor's theory has its roots fixed in the importance of standardization of ethical work methods and specialization of each and employees and worker out there for maximum efficiency. Modern organizations use this principle to develop standardized work procedures and train employees to specialize in specific tasks for much better efficiency than ever before resulting in shoving aside the competition and fortifying their base in their expertise marketplace. This eventually allows organizations to increase efficiency and reduce errors, while also improving the quality of the final product or service they provide to the consumers, and getting feedback from the consumers to 1-up their game in the field for better reach. Another way in which Taylor's theory is still used today is in the development of employee training programs or simulations of under-control situations to better cope with on-field problems if they occur. The theory emphasizes the importance of providing employees with the necessary tools, practice, anger-management classes, and so on to perform their tasks efficiently and effectively (to keep maintain harmony in between). Taylor's theory also highlights the importance of performance measurement and incentives. Modern organizations use this principle to develop performance metrics and reward systems that encourage employees to work more efficiently and productively, helping in better output and increasing input, resulting in the organization's name and brand value being secure and rigid. To be honest, Taylor's Scientific Management Theory continues to be relevant in

modern-day management practices (Kaufman, 2020). The theory provides a framework for increasing efficiency and productivity through the careful study and measurement of work processes. Modern organizations use the principles of Taylor's theory to develop production and manufacturing processes, employee training programs, performance measurement and incentives, and data-driven decision-making.

Conclusion

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In conclusion, the administrative management theory of Henry Fayol and the scientific management theory of Frederick Taylor have left an indelible mark on the field of management. These theories are still being used today to develop organizational structures, set goals and strategies, optimize work processes, provide employee training, and make data-driven decisions. Every business needs a specific administration and to control it a theory must be needed. Another important part of every business is the technological development that will help the business of the organizations for providing better services to their customers.

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