

**Management and Administration of Adult  
Education  
AEU07320**



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**Bachelor of Adult and Continuing Education – Through ODL**

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## About this module

This module has been produced by the Institute of Adult Education. All modules produced by the Institute are structured in the same way, as outlined below.

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## How this module is structured?

### The module overview:

Dear learner, the module overview gives you a general introduction to the module. Information contained in the module overview will help you determine:

- If the module is suitable for you.
- What you will need to know.
- What you can expect from the module.
- How much time you will need to invest to complete the module.

The overview also provides guidance on:

- Study skills.
- Where to get help.
- Unit assignments and assessments.
- Activity icons.
- Units.

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We strongly recommend that you read the overview *carefully* before starting your learning.

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### The module content:

The module is broken down into units. Each unit comprises:

- An introduction to the unit content.
- Terminologies.
- Core content of the unit with a variety of learning activities.
- Unit reflection.
- Unit assignments.



## Resources

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of this module these may be books, articles or web sites.

## Your comments

Dear learner, after completing this module, we would appreciate it if you would take a few moments to give us your feedback on any aspect of this module. Your feedback might include comments on:

- Module content and structure.
- Module reading materials and resources.
- Unit assignments.
- Module assessments.
- Module duration.
- Module support (assigned tutors, technical help, etc.)

Your constructive feedback will help us to improve and enhance this module.



## Module overview

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### Welcome to this module

Dear learner, as prospective an adult education facilitator/expert, you will study management of adult education programmes. The module will enable you to gain knowledge and ability to apply management and organisational theories in supervising adult education programmes. This module is organized into five units. Unit one discusses knowledge on administrative and leadership functions. Second unit is all guidelines to plan for effective implementation of adult education and community development programme. Unit three assess of use of managerial skills in managing resources to enhance effectiveness and efficiency of adult education programmes. Unit four demonstrate knowledge of organisational theories in adult education. Last unit cover management theories. I hope you will enjoy the module. Welcome!

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### General competence



After completing this module, you should be able to gain knowledge, analytical skills and understanding of scope of management and identify management functions. You will also understand principles of planning and preparation of activity schedule. This module will enable you to fulfill your duties and responsibilities as a learner and future adult education facilitator.

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## Study skills



Essentially, you will be taking control of your learning environment. As a result, you will need to consider performance issues related to time management, goal setting, stress management, etc. Perhaps you will also need to acquaint yourself in areas such as essay planning, coping with exams and using the web as a learning resource. Your most significant considerations will be *time* and *space* i.e., the time you dedicate to your learning and the environment in which you engage in that learning.

---

## Need help?



Dear learner, in the course of your study, you may need help in various issues such as the location and how to get support from resource centres, clarification of various issues pertaining to your study materials i.e., modules, and so on. If this happens, you are advised to ask for the help from your centre coordinator or facilitator. You can also visit the website of the Institute of Adult Education, which is [www.iae.ac.tz](http://www.iae.ac.tz); or, call No. +255 22 2150838 and ask for help.

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## Module assessment











After each unit, you will be required to attempt one unit assignment. This not meant for submission, rather, for reflection on what you have learned in the whole module. You will also do tests and assignments for submission as guided by your module facilitator. Finally, you will sit for semester examinations to accomplish your assessment.

## Getting around this module

### Margin icons

While working through this module, you will notice the frequent use of margin icons. These icons serve to “signpost” a particular piece of text, a new task or change in activity. They have been included to help you to find your way around the module.

A complete icon set is shown below. We suggest that you familiarize yourself with them and their meaning before starting your study.

 <p>Reflection</p>	 <p>Assessment</p>	 <p>Assignment</p>	 <p>Help</p>
 <p>Learning Outcomes</p>	 <p>Module Outcome</p>	 <p>Help</p>	 <p>Reflection</p>





## Unit 1

### Administrative and Leadership Functions

#### Introduction

Dear learner, welcome to unit one of this module. This unit describes different functions as used in administration and leadership of adult education programmes. You will also look at importance of using these in the field of adult education. I hope it will set you ready for other units in this module.

#### Learning Outcomes



Dear learner, upon completion of this unit, you should be able to:

- Define management, administration and leadership;
- Describe scope of management; and
- Identify management functions.

#### Definition of management concept

Dear learner, management is essential for an organized life and necessary to run all types of organizations. Managing life means getting things done to achieve life's objectives and managing an organization means getting things done with and through other people to achieve its objectives.

Management is required in all kinds of organisations whether they are manufacturing factory, trading in consumer goods or providing saloon services and even in non-business organisations. No matter what the organisation is or what its goals might be, they all have something in common; management and managers. Successful organisations achieve their goals by following a deliberate process called 'management. Management consists of a series of interrelated functions that are performed by all managers. In simple words Management is the art of getting things done through people. Let's understand the concept of management.

Some of the common definition of management given by famous writers and thinkers are:



- According to Harold Koontz and Heinz Weihrich, Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.
- According to Robert L. Trewelly and M. Gene Newport, Management is defined as the process of planning, organising, actuating and controlling an organisation's operations in order to achieve coordination of the human and material resources essential in the effective and efficient attainment of objectives.
- According to Kreitner, "Management is the process of working with and through others to effectively achieve organisational objectives by efficiently using limited resources in the changing environment.
- According to George R Terry, Management consists of planning, organising, actuating and controlling, performed to determine and accomplish the objectives by the use of people and resources.

So, management can be defined as a process of getting things done with the aim of achieving goals effectively and efficiently. Some important terms in this definition are:

- **Process:** Process means the primary functions or activities that management performs to get things done. These functions are planning, organising, staffing, directing and controlling.
- **Effectiveness:** Effectiveness is concerned with the end result. It basically means finishing the given task. Thus, Effectiveness in management is concerned with doing the right task, completing activities and achieving goals
- **Efficient:** Efficiency means doing the task correctly and with minimum cost. Management is concerned with the efficient use of input resources which ultimately reduce costs and lead to higher profits.

It is important for management to achieve goals (effectiveness) with minimum resources i.e., as efficiently as possible while maintaining a balance between effectiveness and efficiency.



## Characteristics of Management

Basic characteristics of management are:

1. **Management is a goal-oriented process:** An organisation has a set of basic goals which are the basic reason for its existence. Management unites the efforts of different individuals in the organisation towards achieving these goals.
2. **Management is all pervasive:** The activities involved in managing an enterprise are common to all organisations whether economic, social or political.
3. **Management is multidimensional:** Management is a complex activity that has three main dimensions:
  - i. **Management of work:** All organisations exist for the performance of some work. Management translates this work in terms of goals to be achieved and assigns the means to achieve it.
  - ii. **Management of people:** Human resources or people are an organisation's greatest asset. Managing people has two dimensions:
    - a. it implies dealing with employees as individuals with diverse needs and behaviour;
    - b. it also means dealing with individuals as a group.

The task of management is to make people work towards achieving the organisation's goals, by making their strengths effective and their weaknesses irrelevant.
  - iii. **Management of operations:** It requires a production process which entails the flow of input material and the technology for transforming this input into the desired output for consumption
4. **Management is a continuous process:** The process of management is a series of continuous, composite, but separate functions (planning, organising, directing, staffing and controlling). These functions are simultaneously performed by all managers all the time.



5. **Management is a group activity:** An organisation is a collection of diverse individuals with different needs. Management should enable all its members to grow and develop as needs and opportunities change
6. **Management is a dynamic function:** Management is a dynamic function and has to adapt itself to the changing environment. In order to be successful, an organisation must change itself and its goals according to the needs of the environment.
7. **Management is an intangible force:** Management is an intangible force that cannot be seen but its presence can be felt in the way the organisation functions

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## Definition of Administration concept:

Administration is the process that seeks through the planning, organization, execution and control of resources to give them a more efficient use to achieve the objectives of an institution.

In reality, in order for the administration to achieve its objectives, it has to make use of the human, intellectual, material, technological and financial resources that are possessed in a coordinated way. In this sense, the task of the administration supposes to achieve the objectives working in subordination of someone else, for which a hierarchical relationship is needed where one works under the command of another.

The administration can be applied in formal and informal institutions; formal institutions are those that are governed by rules and laws that are written so that they can function as the case of a State or a company.

Likewise, informal institutions have rules, but they are not written, as is the case of a family where administration can also be applied, because resources must still be administered to meet its objectives.

The most important characteristics of the administration are:

### **1. Universality**

For its part, universality is related to the fact that the administration can be used in any type of institution or social group. It can be a formal, informal, private, public institution, among others. This, since they all want to achieve their goals using resources correctly.

### **2. It is interdisciplinary**

Since, the administration can be related to any science that uses methods, principles and processes that make that the resources are used efficiently.

### **3. It is a means to an end**

Then, the administration is eminently practical, that means that it is an instrument that is used to achieve a specific purpose, that is,



each organization that applies it seeks to achieve its own objectives.

#### **4. Has hierarchy**

Therefore, there must be a hierarchical unit for it to function, because there must be a boss who is in command and a chain of subordinates, to chain the efforts of all towards the achievement of the common goal.

#### **5. Has temporal unity**

Since this characteristic establishes that the stages of the administrative process are not carried out in isolation, but that they operate simultaneously because it is an administrative process, it is dynamic.

#### **6. Its application is wide**

So, the administration can operate at all levels of the organization, in which there is hierarchy, that is why it is applied by both a housewife and the president of a company or even the president of a country.

#### **7. It is specific**

We must consider that the administration is related to and is assisted by many other sciences and techniques, but it cannot be confused with other areas because it has a specific character.

#### **8. It is flexible**

It turns out that its flexibility is based on the fact that it can be applied in any type of organization regardless of the field in which it is dedicated and they adapt to its needs, so it cannot be rigid.

The types of administration, depending on the type of organization in question, can be:

- **Public:** It is in charge of the management of State institutions.
- **Private:** It is dedicated to the administration of private entities that do not depend on the Government.
- **Mixed:** It focuses on the management of private institutions that receive support from the State, or autonomous organizations where the Government has some interference.

Similarly, administration can be classified according to the subject being managed, which can be financial (in the case of capital), commercial (in the marketing area), processes, human resources, etc.



## What is leadership?

Leadership refers to the process of influencing the behaviour of people in a manner that they strive willingly and enthusiastically towards the achievement of group objectives. A leader should have the ability to maintain good interpersonal relations with the followers or subordinates and motivate them to help in achieving the organizational objectives.

## Characteristics of Leadership

1. **Influence the behaviour of others:** Leadership is an ability of an individual to influence the behaviour of other employees in the organisation to achieve a common purpose or goal so that they are willingly co-operating with each other for the fulfilment of the same.
2. **Inter-personal process:** It is an interpersonal process between the leader and the followers. The relationship between the leader and the followers decides how efficiently and effectively the targets of the organization would be met.
3. **Attainment of common organizational goals:** The purpose of leadership is to guide the people in an organization to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals.
4. **Continuous process:** Leadership is a continuous process. A leader has to guide his/her employees every time and also monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.
5. **Group process:** It is a group process that involves two or more people together interacting with each other. A leader cannot lead without the followers.
6. **Dependent on the situation:** It is situation bound as it all depends upon tackling the situations present. Thus, there is no single best style of leadership.

## Scope of Management

The definition of the scope of management comes from the business ideas, theories, principles and responsibilities that a



business uses for managing its various functions. The scope of management can cover:

**i. Financial management**

Financial management is a top priority for organisations as the effective and proper managing of finances enables them to stay in business and remain competitive. It is necessary for organisations to plan, organise, direct and control their financial activities to increase profit and reduce wastage of resources. By applying management principles to their financial resources, companies can keep track of how they procure revenues and how they utilise them.

They can make informed decisions for making investments, estimating capital requirements, financing projects and deciding on share dividend policies. Additionally, they can prepare and examine financial statements, expand the business and negotiate with external stakeholders. Financial management also allows businesses to remain compliant with regulations, maintain records and plan ahead.

**ii. Marketing Management**

Marketing management usually covers the different marketing activities undertaken by the company's marketing department. These may include identifying consumer trends and creating appropriate business solutions to respond to them. Implementing marketing plans, directing their implementation and controlling the work activities are also usually part of marketing management. The different functions of marketing management typically include market research, financing, risk-taking, campaign planning, customer outreach, loyalty programmes, lead generation and customer relationship management.

Aside from traditional, offline marketing, marketers may undertake digital marketing, content marketing, video marketing, social media marketing, search engine marketing, inbound marketing and outbound marketing. To succeed in their marketing efforts, it may be necessary for marketing managers to be aware of the features of the goods and services



they are selling. It can also help understand how to utilise available resources to achieve desired outcomes effectively. Additionally, it is essential to know how to capture and retain the target group's attention and convert them to customers.

### iii). **Personnel Management**

Personnel management is about managing the personnel or staff in an organisation and maintaining a positive and productive business environment. It includes establishing effective communication with the organisation's personnel, publishing company policies, implementing health and safety practices, responding to grievances and taking disciplinary action when necessary. Personnel management also involves determining the compensation and benefits packages that the employees can receive from the organisation. The three main types of personnel managements are strategic management, tactical management and operational management.

Strategic personnel management includes recruiting qualified personnel to meet the organisation's staffing needs, training new recruits, assigning departments and work, providing work tools and resources and determining compensation. Tactical personnel management involves shifting personnel to different departments when necessary, determining work schedules and monitoring work performances. In operational personnel management, the focus is usually on ensuring employee welfare and salary payments.

### iii. **Production management**

Production management is the application of management principles to the different production activities in a company's production department. It usually involves handling the entire manufacturing process and planning, organising, overseeing and monitoring the production of goods and services. In production management, the production manager is responsible for procuring raw materials, hiring and assigning labour for different work activities, maintaining equipment and creating production budgets. They also supervise work performance, oversee research and development, ensure quality control and monitor delivery and storage of finished products.



The main types of production management are job production, batch production and mass production. Job production involves making a single product in the manufacturing process. It may be as per customer order and involves gathering the necessary raw materials, components, tools and equipment and qualified personnel to make the products and fulfil the commission. The company plans to produce a set quantity of products in batch production and divides the production operation into different and repetitive work batches. It completes one operation before proceeding to the next. Mass production involves large-scale production to ensure a continuous supply.

#### iv. Office management

Office management concerns the planning, coordinating and controlling the different work activities in an office environment. The aim of office management is to ensure the smooth and efficient functioning of all office departments to get the necessary work done and achieve the organisation's work targets and business goals. The primary functions of office management are planning projects, hiring qualified employees, organising and assigning work tasks, directing and guiding project work and monitoring and controlling the work processes.

When planning projects, the office manager considers the organisation's goals and objectives and creates plans to meet these. This can include determining which projects to undertake, their completion time frames and the expected work standards. It also usually covers creating project budgets, listing the necessary materials and resources and adjusting the project plans to suit business requirements. The organising stage covers selecting the right employees for the project, delegating work responsibilities, creating work schedules and procuring materials. The office manager is also typically responsible for leading the projects, reviewing work performances and ensuring quality control.

#### **Management functions**

Management in some form or another is an integral part of living and is essential wherever human efforts are to be undertaken to achieve desired objectives. The basic ingredients of management

are always at play, whether we manage our lives, business or organisation.

“Management is a set of principles relating to the functions of planning, organizing, directing, and controlling, and the applications of these principles in harnessing physical, financial, human, and informational resources efficiently and effectively to achieve organizational goals”.



**There are basically five primary functions of management.**

- i. Planning
- ii. Organising
- iii. Staffing
- iv. Directing
- v. Controlling

### **1.Planning**

Dear learner, planning is future-oriented and determines an organization’s direction. It is a rational and systematic way of making decisions today that will affect the future of the company. It is a kind of organized foresight as well as corrective hindsight. It involves predicting of the future as well as attempting to control the events. It involves the ability to foresee the effects of current actions in the long run in the future.

**Peter Drucker has defined planning as follows:**

“Planning is the continuous process of making present entrepreneurial decisions systematically and with best possible



knowledge of their futurity, organizing systematically the efforts needed to carry out these decisions and measuring the results of these decisions against the expectations through organized and systematic feedback”.

An effective planning program incorporates the effect of both external as well as internal factors. The external factors are shortages of resources; both capital and material, general economic trend as far as interest rates and inflation are concerned, dynamic technological advancements, increased governmental regulation regarding community interests, unstable international political environments, etc.

The internal factors that affect planning are limited growth opportunities due to saturation requiring diversification, changing patterns of the workforce, more complex organizational structures, decentralization, etc

## **2. Organizing**

Organizing requires a formal structure of authority and the direction and flow of such authority through which work subdivisions are defined, arranged and coordinated so that each part relates to the other part in a united and coherent manner so as to attain the prescribed objectives.

According to Henry Fayol, “To organize a business is to provide it with everything useful or its functioning i.e., raw material, tools, capital and personnel’s”.

Thus, the function of organising involves the determination of activities that need to be done in order to reach the company goals, assigning these activities to the proper personnel, and delegating the necessary authority to carry out these activities in a coordinated and cohesive manner. It follows, therefore, that the function of organizing is concerned with:

1. Identifying the tasks that must be performed and grouping them whenever necessary
2. Assigning these tasks to the personnel while defining their authority and responsibility.



3. Delegating this authority to these employees;
4. Establishing a relationship between authority and responsibility; and
5. Coordinating these activities.

### 3. Staffing

Staffing is the function of hiring and retaining a suitable work-force for the enterprise both at managerial as well as non-managerial levels. It involves the process of recruiting, training, developing, compensating and evaluating employees and maintaining this workforce with proper incentives and motivations. Since the human element is the most vital factor in the process of management, it is important to recruit the right personnel.

According to Kootz & O'Donnell, "Managerial function of staffing involves manning the organisation structure through the proper and effective selection, appraisal & development of personnel to fill the roles designed in the structure".

This function is even more critically important since people differ in their intelligence, knowledge, skills, experience, physical condition, age and attitudes, and this complicates the function. Hence, management must understand, in addition to the technical and operational competence, the sociological and psychological structure of the workforce.

### 4. Directing

The directing function is concerned with leadership, communication, motivation and supervision so that the employees perform their activities in the most efficient manner possible, in order to achieve the desired goals.

The *leadership* element involves issuing of instructions and guiding the subordinates about procedures and methods. The *communication* must be open both ways so that the information can be passed on to the subordinates and the feedback received from them. *Motivation* is very important since highly motivated people show excellent performance with less direction from superiors. *Supervising* subordinates would lead to continuous progress reports as well as assure the superiors that the directions are being properly carried out.

## 5. Controlling

The function of control consists of those activities that are undertaken to ensure that the events do not deviate from the pre-arranged plans. The activities consist of establishing standards for work performance, measuring performance and comparing it to these set standards and taking corrective actions as and when needed, to correct any deviations.

According to Koontz & O'Donnell, "Controlling is the measurement & correction of performance activities of subordinates in order to make sure that the enterprise objectives and plans desired to obtain them as being accomplished".

The controlling function involves:

- Establishment of standard performance.
- Measurement of actual performance.
- Measuring actual performance with the pre-determined standard and finding out the deviations.
- Taking corrective action.

All these five functions of management are closely interrelated. However, these functions are highly indistinguishable and virtually unrecognizable on the job. It is necessary, though, to put each function separately into focus and deal with it.

---

## Unit Reflection



Dear learner,

1. try to link management and administration?
2. Are there any other functions of management that you can come up with?
3. In your own understanding, can you define the term leadership?



---

## Unit Assignment



Do the following questions; remember to put your work in your portfolio:

1. Describe major characteristics of management
2. Discuss the functions of manager?
3. Describe administration characteristics

## Unit 2

### Used Established Guidelines

#### Introduction

Dear learner welcome to unit two of this module. This unit provides guidelines for planning adult education programmes. I hope that after covering this unit, you will be able to apply these guidelines in your day-to-day endeavours when you in managing adult education programmes.

#### Learning Outcomes



Upon completion of this unit, you should be able to:

- Define planning;
- Describe types of planning;
- Explain importance of planning; and
- Prepare activity schedule.

#### Planning Divination

Dear learner, planning is a major and primary function of management. No organisation can operate properly without planning. Planning is a preparatory step for action. It means systematized pre-thinking for determining a course of action to achieve some desired result.

Planning is essentially a process of deciding in advance what is to be done, when and where it is to be done, and how it is to be done, and by whom. To plan is to look ahead and chalk out the future course of operations of an enterprise.

Through planning, the manager fixes the objectives of the organisation as a whole and, in the light of this, the goals of its various departments. Then he proceeds to prepare a kind of 'blueprint' mapping out the ways of attaining these objectives.

Therefore, planning may be defined as follows:

Planning is the process by which the managers of an organisation set objectives, make an overall assessment of the future, and chart the courses of action with a view to achieving the organisational



goals. From this definition it follows that the planning process involves:

- i. The determination of appropriate goals and objectives,
- ii. The specification of the actions needed to reach the established objectives; and
- iii. The optimum period of time for achieving them.

Since planning is concerned with the identification of alternatives and selection of the most favourable alternative, it may rightly be described as “the most basic tool of management functions.” Thus, planning is a process of deciding the business targets and charting out a rational path of attaining those targets.

Some important definitions of planning, given by the eminent authors are stated below:

- i. According to Koontz and O’Donnell, planning is “an intellectual process, the conscious determination of courses of action, the basing of decisions on purpose, facts and considered estimates.”
- ii. George Terry writes:

“By means of planning management members try to look ahead, anticipate eventualities, prepare for contingencies, map out activities and provide an orderly sequence for achieving the objective.”

- iii. Henry Fayol views:

“The plan of action is, at one and the same time, the result envisaged, the line of action to be followed, the stages to go through, and methods to use.”

### **Planning and Decision Making:**

Planning decides the future course of action and involves choosing it from alternatives. From this point of view, decision-making and planning move together and one depends on the other. Truly speaking, planning as a whole with its component parts is the outcome of decision-making.

So, decision-making has a pervasive influence upon planning and it is a part of the planning process. Thus, decision-making and planning have intimate relation with each other. But decision-making has a wider connotation than planning. By this we mean to say that the application of decision-making is extended beyond the horizon of planning and, in any business, almost every position is a decisional centre. Decision-making is required not only in



planning, it is also necessary in other areas of management functions such as organising, direction, co-ordination, and control.

Mention may be made here of varied operating orders and instructions which are outside of planning, but are subject to decision making. Again, there are many managerial functions like motivating the employees, disapproving their work or discharging them from service which call for decision-making, but these functions cannot be included within planning from the point of view of analytical study of different management processes.

## Types of Planning

Dear learner, have you ever heard the saying "Those who fail to plan, plan to fail"? While we cannot speak to all facets of life, this is certainly true in business. Managers find themselves planning for all sorts of things. So much so, that planning is one of the four major functions of management. In doing so, a manager can be certain that he or she is working toward some organization goal.

Below, we take a look at the four types of plans in management and how they are used within an organizational framework:

### I. Strategic Plan

A strategic plan is a high-level overview of the entire business, its vision, objectives, and value. This plan is the foundational basis of the organization and will dictate decisions in the long-term. The scope of the plan can be two, three, five, or even ten years.

Managers at every level will turn to the strategic plan to guide their decisions. It will also influence the culture within an organization and how it interacts with customers and the media. Thus, the strategic plan must be forward looking, robust but flexible, with a keen focus on accommodating future growth.

The crucial components of a strategic plan are:

#### 1. Vision

Where does the organization want to be five years from now? How does it want to influence the world?

These are some of the questions you must ask when you delineate your organization's vision. It's okay if this vision is high-flying and idealistic. If there is any room to wax poetic within a plan, it is here.



## 2. Mission

The mission statement is a more realistic overview of the company's aim and ambitions. Why does the company exist? What does it aim to achieve through its existence? A clothing company might want to “bring high street fashion to the masses”, while a non-profit might want to “eradicate polio”.

## 3. Values

“Inspire. Go above & beyond. Innovate. Exude passion. Stay humble. Make it fun”

These aren't fragments from a motivational speech, but each organization has its own values. These values will guide managers and influence the kind of employees you hire. There is no template to follow when jotting down the values.

As you can see, there are really no rules to writing the perfect strategic plan. This is an open-ended, living document that grows with the organization. You can write whatever you want in it, as long as it dictates the future of your organization.

## II. Tactical Plan

The tactical plan describes the tactics the organization plans to use to achieve the ambitions outlined in the strategic plan. It is a short range (i.e. with a scope of less than one year), low-level document that breaks down the broader mission statements into smaller, actionable chunks. If the strategic plan is a response to “What?”, the tactical plan responds to “How?”.

Creating tactical plans is usually handled by mid-level managers.

The tactical plan is a very flexible document; it can hold anything and everything required to achieve the organization's goals. That said, there are some components shared by most tactical plans:

### 1. Specific Goals with Fixed Deadlines

Suppose your organization's aim is to become the largest shoe retailer in the city. The tactical plan will break down this broad ambition into smaller, actionable goals. The goal(s) should be highly specific and have fixed deadlines to spur action – expand to two stores within three months, grow at 25% per quarter, or increase revenues to \$1mn within six months, and so on.



## **2. Budgets**

The tactical plan should list budgetary requirements to achieve the aims specified in the strategic plan. This should include the budget for hiring personnel, marketing, sourcing, manufacturing, and running the day-to-day operations of the company. Listing the revenue outflow/inflow is also a recommended practice.

## **3. Resources**

The tactical plan should list all the resources you can muster to achieve the organization's aims. This should include human resources, IP, cash resources, etc. Again, being highly specific is encouraged.

## **4. Marketing, Funding, etc.**

Finally, the tactical plan should list the organization's immediate marketing, sourcing, funding, manufacturing, retailing, and PR strategy. Their scope should be aligned with the goals outlined above.

## **III. Operational Plan**

The operational plan describes the day to day running of the company. The operational plan charts out a roadmap to achieve the tactical goals within a realistic timeframe. This plan is highly specific with an emphasis on short-term objectives. "Increase sales to 150 units/day", or "hire 50 new employees" are both examples of operational plan objectives.

Creating the operational plan is the responsibility of low-level managers and supervisors.

Operational plans can be either single use, or ongoing, as described below:

### **1. Single Use Plans**

These plans are created for events/activities with a single occurrence. This can be a one-time sales program, a marketing campaign, a recruitment drive, etc. Single use plans tend to be highly specific.



## 2. Ongoing Plans

These plans can be used in multiple settings on an ongoing basis. Ongoing plans can be of different types, such as:

- **Policy:** A policy is a general document that dictates how managers should approach a problem. It influences decision making at the micro level. Specific plans on hiring employees, terminating contractors, etc. are examples of policies.
- **Rule:** Rules are specific regulations according to which an organization function. The rules are meant to be hard coded and should be enforced stringently. “No smoking within premises”, or “Employees must report by 9 a.m.”, are two examples of rules.
- **Procedure:** A procedure describes a step-by-step process to accomplish a particular objective. For example: most organizations have detailed guidelines on hiring and training employees, or sourcing raw materials. These guidelines can be called procedures.

Ongoing plans are created on an ad-hoc basis but can be repeated and changed as required.

Operational plans align the company’s strategic plan with the actual day to day running of the company. This is where the macro meets the micro. Running a successful company requires paying an equal attention to now just the broad objectives, but also how the objectives are being met on an everyday basis, hence the need for such intricate planning.

## IV. Contingency Plan

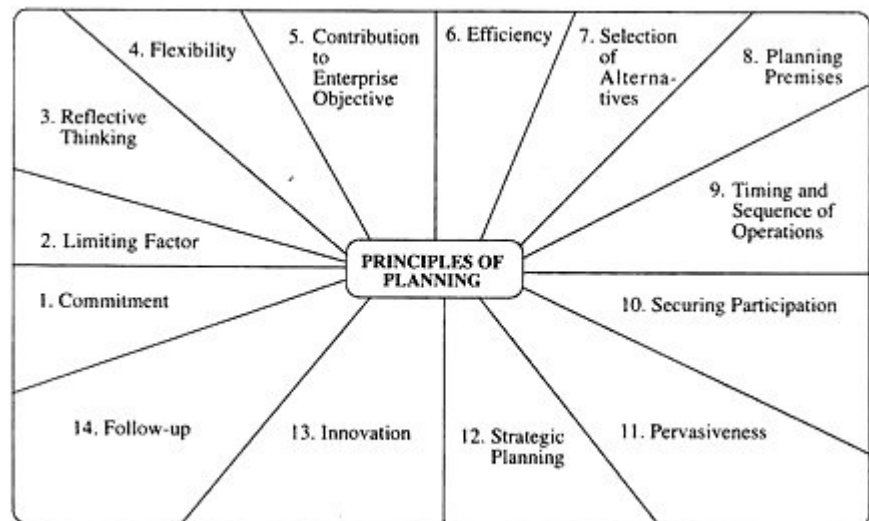
Contingency plans are made when something unexpected happens or when something needs to be changed. Business experts sometimes refer to these plans as a special type of planning.

Contingency planning can be helpful in circumstances that call for a change. Although managers should anticipate changes when engaged in any of the primary types of planning, contingency planning is essential in moments when changes can’t be foreseen. As the business world becomes more complicated, contingency planning becomes more important to engage in and understand.

### c) Principles of Planning

#### Basic Principles of Planning:

Dear learner, planning requires scientific thinking and it should spell out in clear terms the definition of the purpose, analyse the problem and make a careful and diligent search for all the facts bearing upon it. The task of planning will be well-accomplished if some fundamental principles are followed in the process.



The important principles may be stated as follows:

#### 1. Principle of Commitment:

This means that certain resources must be committed or pledged for the purpose of planning. Planning is not an easy task. So, necessary help is to be taken from experts. The enterprise must be ready to exhaust the available resources for the achievement of a plan.

#### 2. Principle of the Limiting Factor:

A plan involves varied factors of different importance. This principle implies that more emphasis has to be put on that factor which is scarce or limited in supply or extremely costly. This will help in selecting the most favourable alternative.

#### 3. Principle of Reflective Thinking:

Planning, being an intellectual activity is based on rational considerations. These involve reflective thinking which signifies problem-solving thought process—a process by which past



experiences are superimposed on the facts of the present situation and possible future trends. None can be a planner whose mind is not active, who does not possess any deliberate power and whose sense of judgement is not strong.

#### **4. Principle of Flexibility:**

Though a plan is prepared after reflective thinking, this does not mean that no departure can be made in the course of its operation. The plan should be so prepared that there is sufficient scope for changing it from time to time. Changes must necessarily be effected in the plan for taking into account new developments that may take place in the course of the operation of the plan.

#### **5. Principle of Contribution to Enterprise Objectives:**

A major plan is prepared and it is supported by many derivative plans. But all plans must contribute in a positive way towards the achievement of the enterprise objectives.

#### **6. Principle of Efficiency:**

A plan should be made efficient to attain the objectives of the enterprise at the minimum cost and least effort. It must also achieve better results with the minimum of unexpected happenings. Therefore, it is to be seen that what is expected is likely to be achieved.

#### **7. Principle of Selection of Alternatives:**

Planning is basically a problem of choosing. The essence of planning is the choice among alternative courses of action. There is no need for planning if there is only one way for doing something. In choosing from alternatives, the best alternative will be that which contributes most efficiently and effectively to the accomplishment of a desired goal.

#### **8. Principle of Planning Premises:**

A plan is prepared against some foundations or backgrounds known as 'Planning Premises'. There must be complete agreement among the managers in respect of planning premises over which the structure of plan is to be framed.

#### **9. Principle of Timing and Sequence of Operations:**

Timing and sequence of operations determine the starting and finishing time for each piece of work according to some definite



schedule and give practical and concrete shape and form to work performance.

#### **10. Principle of Securing Participation:**

To secure participation of the employees with whole-hearted co-operation in execution of the plan, it is necessary that the plan must be communicated and explained to them for their full understanding. This understanding provides the basis for additional knowledge about new facts and matters to the employees. This is needed for improvement in the quality of planning. It also ensures an obligation of the personnel of the enterprise to execute the plan by individual and joint participation.

#### **11. Principle of Pervasiveness:**

Though major planning function is entrusted to the top management, it is not restricted to the top level only. It is a function of every manager at every level in the organisation.

#### **12. Principle of Strategic Planning:**

Strategic planning is essential where there is competition. It is prepared in the light of what the competitors are intending to do. Planners must consider the strategies of the rival organisations, otherwise the planning projection may land them in trouble.

#### **13. Principle of Innovation**

A good system of planning should be responsive to the opportunities for innovation. Innovation consists in creating something new for increasing satisfaction of the consumers. This may also be stated as an important strategy of business. Innovation is a necessity for its sustaining growth in this dynamic world. Innovation is achieved through research and development and planning is required to provide such scope.

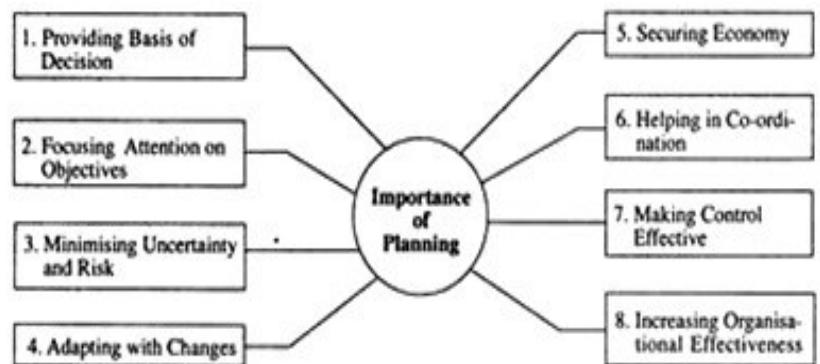
#### **14. Principle of Follow-up**

In the course of execution of a plan, certain obstacles may crop up in midway and planning may require revision, alteration or correction. This is why there must be a follow-up system in the planning process itself. This allows timely changes in the planning and makes it more effective.

#### d) Importance of Planning

Planning is the key to success of an organisation. In fact, most of the company's achievements can be attributed to careful planning. Planning is a function of every manager at every level in an enterprise. Every manager is required to plan first for systematic and orderly performance of his assigned duties.

It is within the planning function that goals are determined, decision-making takes place, forecasts are made and strategies are initiated. Thus, planning has assumed great importance in all types of organisations—business or non-business, private or public sector, small or large.



As a managerial function, planning is important for the following reasons:

##### 1. Providing Basis of Decision:

The first and most important reason for planning lies in the fact that it provides a basis on which decisions are made. It is an immense need for the managers of an enterprise to fix up their minds as to what they want to accomplish and then plan the use of time, resources, and efforts towards the achievement of their objectives.

##### 2. Focusing Attention on Objectives:

Planning concentrates attention on the objectives of an enterprise. The first function of planning is to spell out its objectives. The objectives are defined in more concrete, precise and meaningful terms. As a result of such attention, it becomes possible for the planners to determine the policies, procedures, programmes and the rules for an orderly advance towards the ultimate goals desired to be achieved.



### **3. Minimising Uncertainty and Risk:**

The future is uncertain. Planning helps the managers in taking care of future uncertainties and thus minimizes business risk. It anticipates future events and sets the course of action to control these events to one's advantage. With the help of planning, an enterprise can predict future events and make due provision for them. This, no doubt, eliminates or reduces the possibility or jumping into uncertainties.

### **4. Adapting with Changes:**

Business planning has become imperative due to the fact that an enterprise operates in a changing and dynamic environment. The aspects of this changing environment include changes in technology, government policies, the nature of competition, social norms and attitudes etc. As the planning proceeds step by step, it foresees the changes likely to come and accordingly prepares its programme by necessary adjustments and adaptation.

### **5. Securing Economy:**

Planning focuses on efficiency and economy in operation. A plan is a course of action that can take the organisation to its objectives at the minimum cost. Planning prevents wastage of resources by choosing the best course of action from many alternatives. It aims at smooth flow of work. All these steps in planning lead automatically to economy.

### **6. Helping in Co-ordination:**

Planning leads to achieve a coordinated structure of operations. It provides a unifying framework. Sound planning inter-relates all the activities and resources of an organisation. Well-considered overall plans harmonies inter-departmental activities. Thus, various departments work in accordance with the overall plan, and co-ordination is achieved.

### **7. Making Control Effective:**

The managerial function of controlling is concerned with a comparison between the planned performance and the actual performance of the subordinates and departments of the organisation. Thus, control is exercised in the context of planning action as the standards against which actual results are to be



compared are set up through planning. So planning provides the basis for control. Thus, planning and control are inseparable.

### **8. Increasing Organisational Effectiveness:**

Planning ensures organisational effectiveness in several ways. It states the objectives of the organization in the context of given resources; provides for proper utilisation of resources to the best advantage, gives necessary competitive strength for continuous growth and steady progress by foreseeing what the competitors are likely to do and evolving its strategies accordingly.

#### **e) Activity Schedule**

Activities planning and scheduling is the first process group of project time management. Let us talk about the key actions the project manager must take to undertake activities planning and scheduling in an efficient manner. To plan and schedule activities and tasks the project manager needs to take the next four steps:

- Set up activities.
- Define relationships between activities.
- Estimate resources required for performing activities.
- Estimate durations for activities.

#### **i. Set up Activities**

The first step of project activities planning and scheduling requires the project manager to define what amount of actions and tasks are necessary for producing project deliverables in a timely manner. The input for this process will be the project deliverables statement. The project manager can use this document to define high-level activities that will be used later in creating the project implementation schedule. The project manager should also work on developing 'project activities templates' that help simplify the process of project scheduling and planning.

In cooperation with experts and the project team, the manager should make project activities lists that will be the output of the process for project activities planning and scheduling. For each of the listed activities accurate milestones should be identified and approved. All the identified milestones should be gathered into a single milestones list.



## **ii. Define Relationships**

The next step for planning project activities and tasks requires the project manager to make a sequence of all the activities identified at the previous step. The manager will use project activities lists, the milestones list and the product scope statement to define relationships among the activities. There is also a need to define dependencies between the activities. Dependencies can be internal and external. Activities with internal dependencies refer to any actions that the project team will take to produce the deliverables within the existing working environment. Activities with external dependencies refer to non-project factors that define success of project-related activities.

Both types of activity dependencies should be identified and added to sequenced and prioritized activity lists. Once the relationships are defined, the project manager should update project activities templates, outline the dependencies and link them to the product scope statement.

## **iii. Estimate Resources**

At this step, the project manager needs to review stakeholder requirements and the product scope statement to estimate an amount of resources required for performing project activities and tasks. Also, expert judgments and alternatives analysis should be used for this purpose.

The constraint of time needs to be considered when estimating activity resources. The project manager in cooperation with experts and the team should develop resource calendars and define types of required resources. Once all this information is collected and analysed, it should be used to make a decomposition of activity resources categorized by types, priorities and time. This decomposition is critical to creating the project implementation schedule.

## **iv. Estimate Durations**

The final step in project activity planning and scheduling requires the project manager to define and estimate an amount of working time required for accomplishing each identified activity. This is about setting up durations for project activities and tasks. Durations



will depend on 1) the amount of work effort and 2) available of activity resources.

The project manager should review the resource decomposition and project activities templates to estimate the number of work periods required for completing the identified activities and producing the deliverables. The output of this process is activity estimates that are linked to resource calendars. This information will be used later in developing the implementation schedule.

### **Summary**

The four steps of project activity planning and scheduling are required to set up project activities and tasks, define activity relationships, estimate activity resources and measure activity durations. They make the foundation for creating a detailed schedule on implementing the project. Successful project time management is based on how well these steps are taken.

### **Project Activity Schedule Template**

An activity schedule is an analytical tool for graphically presenting and reviewing the activities of a project. It helps to identify the logical sequence of the activities, estimate their duration, and denote any dependencies that exist between them. The activity schedule also serves as a foundation for allocating management authority and responsibility. Having the activity schedule prepared, the project manager can plan for further specification of resources and estimation of costs... The following **Project Activity Schedule Template** is designed to help project managers create the schedule. The template describes 6 steps of the schedule development process.

You can use a 6-step approach presented in this Project Activity Schedule Template to develop a detailed activity schedule for your project. The steps are as follows:

#### ***Step 1. List Main Activities***

The very first step is to identify what needs to be done within your project for producing a desired outcome. The step requires you to conduct an analysis of project objectives to determine what the project must do in order to deliver the expected results. It also involves reviewing assumptions, which are external factors that



have an identifiable impact on the success of the project, but which are out of the direct control of the management team.

The simplest way to identify main activities is to explore the objective hierarchy of your project. The objective hierarchy of a typical project consists of the following 4 components:

- Objectives
- Purpose
- Results
- Activities

The components are linked to each other by assumptions, which can be either true or false. In other words, once activities have been carried out and their related assumptions hold true, results can be achieved. Once the results and their assumptions have been fulfilled, the purpose can be accomplished; and so on. In case assumptions at any level hold false, the next component fails to be delivered.

Use this checklist for identifying the main activities of your project:

- Review the objectives of your project to understand what outcome is expected upon project completion
- Determine the objective hierarchy along with its components, including Objectives, Purpose, and Results
- Think about what sequence of steps can be taken to produce every desired result
- Analyze every sequence to identify measurable activities
- Gather all the activities into an activity list.

### ***Step 2. Divide Activities into Smaller Manageable Tasks***

The purpose of this step is to make activities sufficiently simple and feasible. The approach is to break down project activities into sub-activities, and then to divide each sub-activity into component tasks. These tasks can be then organized into sub-tasks and simple actions, if needed.



When all tasks are defined, they must be transformed into short-term individual goals. The main requirement here is to reach a sufficient level of detail, so that tasks and goals will be quite manageable and feasible assignments of team members.

**Suggestion:** The most common mistake is to break down activities into too much detail. Remember you should stop your activity breakdown as soon as you are able to estimate the time and resources required for each of the activities. Also your team members must have a good understanding of the work they actually need to do.

### ***Step 3. Set Sequence and Dependencies***

Once the activities have been broken down into smaller and more manageable tasks, with sufficient detail level, your next step is to relate the activities to each other. You must determine their *sequence* and *dependencies*.

- Activity sequence means a specific order in which your activities should be undertaken
- Activity dependencies mean a series of rules that determine whether an activity is dependent upon the start-up or completion of any other activity.

Here's an example:

You want to build a house, so you must identify a number of separate yet inter-related activities of the house building project. Some of the activities can be preparing the foundations, building the walls, constructing the roof, installing the windows and doors, etc. The sequence is logical as you cannot install the windows without having built the walls. This means the sequence dictates how your project activities must be organized and arranged as to each other.

Furthermore, by setting dependencies you can identify which activity proceeds or follows other activity. Dependencies can exist between related and unrelated activities. For example, constructing the roof and paving the backyard are unrelated activities within the same sequence, but they may be undertaken by the same person who cannot do these activities at the same time. Therefore, dependencies are required.



**Suggestion:** Carefully review the individual tasks and goals of your team members and figure out how every team member needs to cooperate with the rest team. Through defining the rules of team cooperation, you can determine the right sequence of tasks and also establish interdependence.

#### ***Step 4. Specifying the Timing***

The 4<sup>th</sup> step of this Project Activity Schedule Template is to estimate the start-up, duration and completion of project activities. It involves developing a realistic estimate of the duration of every activity task, and then embedding this estimate into the activity schedule to establish likely commencement and completion dates.

However, there can be some troubles using this approach because sometimes time estimation is impossible with great confidence. This situation may occur for a number of reasons, including:

- Some essential activities and tasks have been omitted
- Dependencies are set improperly
- There is a desire to impress with the promise of quickness

**Suggestion:** Try to develop a time estimate on the basis of your team's expertise and knowledge. Remember a more skilled and experience team is able to do more tasks with less time spent.

#### ***Step 5. Define Milestones***

A milestone is a special event added to the activity schedule for indicating the performance of a related task or goal. It is a progress marker with no (zero) duration and therefore no consumption of resources is associated with the milestone.

You can use milestones in your activity schedule template to keep track of task performance. They will help you to lead and manage your project team as through milestones you can set the progress targets the team must hit over a certain period. The simplest example of activity milestones are the dates estimated for completion of every activity scheduled.

**Suggestion:** Set milestones for major activities and tasks in order to

avoid overloading of the schedule. Try to use milestones to measure and monitor the performance of top-level and parent tasks within the activity hierarchy.

### ***Step 6. Allocate Tasks Among Team***

The final step of this Project Activity Schedule Template is to decide which tasks will be assigned to which team members. You must define each team member's accountability to the project manager and to the rest team. Task allocation therefore involves considering the abilities, skills and experience of every team member.

When you delegate tasks to your team, you must be sure they know what is required of them. If you see they do not clearly understand the tasks, you can try to increase the level of detail and break down the tasks into sub-tasks.

**Suggestion:** Hold a meeting with your team and describe the project, its objectives and activities. Talk about possible issues and solutions. Then gather feedback from the team. Try to understand what they can do and what they can't. Also assess the skills and expertise of every team member. Then allocate tasks according to individual accountability and with reference to respective milestones.

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## Unit Reflection



Dear learner, imagine that you have been assigned to plan a schedule of activity to your school construction project. Prepare a schedule of activity.

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## Unit Assignment



Attempt the following questions and put your work in your portfolio

1. What do you understand by the planning?
2. Describe types of planning.
3. Identify principles of planning
4. Discuss importance of planning to manager

## Unit 3

### Resource Management

#### Introduction

Dear learner, welcome to unit three of this module. This unit is about the resource management in adult education. At the end of this unit, you will be in a position to apply basic skills in managing resources for adult education programmes.

#### Learning Outcomes



After the completion of this unit you should be able to:

- Define resource management;
- Explain importance of managing resources; and
- Explain challenges encountered in managing resources.

#### What is Resource Management

Dear learner, resource management is the practice of planning, scheduling, and allocating people, money, and technology to a project or program. It is about acquiring, allocating and managing the resources, such as individuals and their skills, finances, technology, materials, machinery, natural resources and time required for a project. In essence, it is the process of allocating resources to achieve the greatest organisational value. Good resource management results in the right resources being available at the right time for the right work. The goal of resource management is to use the best combination of resources to satisfy requirements while also realizing these same resources are likely in demand elsewhere in the project.

A successful initiative completion rides on balancing available resources against demand therefore, leaders must enable careful initiative prioritization, prevent resource overload, and promote flexible completion timing to maximize value delivery. Dear learner, to understand how to best utilize shared and limited resources, you need visibility into demand and capacity, as well as required skills for particular work versus available skills. You must



consider schedules, budgets, and alignment with corporate strategy to make sure you are prioritizing resources across the portfolio to maximize its value. All of this and more fits under the resource management umbrella.

## Importance of Managing Resources:

Dear learner, resource management is all about transparency so you can see, monitor, and attain what is required to deliver projects. It also enables you to minimise both idle time and over utilisation of resources. With full visibility both work and resources, you can more effectively schedule, plan, and manage your resources, aligning them with the right projects at the right time.

It is easy to see the importance of resource management by understanding the disadvantage of not having it. Without the right data, resource managers have little control over their projects and no way of understanding:

- Planning and scheduling – Understanding what resources are available and when.
- Available and required skills – Assessing the skills of each person and whether additional skills (or people) need to be added.
- Resource utilization – Knowing where people are already committed and if those allocations are appropriate.
- Resource capacity – Understanding true capacity to do work, recognizing that not all time can be utilized.
- Resource prioritization and allocation – Identifying those prioritized initiatives that the most attention and possibly specialized skills.

Dear learner, resource management ensures resource managers have on-demand, real-time visibility into people and other resources so they can have greater control over delivery. When you execute resource management properly, you can help your organization reduce costs, improve efficiencies, and boost productivity. You also reduce risk, seeing potential resource conflicts early on for more responsive mitigation, typically by reprioritizing projects or resources.



In this fast-evolving, high-demand world, these benefits are exactly what the enterprise is looking for and one that the project Manager and / or resource managers can deliver if given the right tools and process to follow.

Keep in mind that resources are not only the people; resources are also the:

- Technology / tools needed to enable people to execute tasks.
- Budget required to fund the project.
- Locations and specialized equipment.

Resource management also demands a close inspection of schedules and timelines. It is important to bring all of these elements together with the goals of the project.

## Resource Management Challenges

Dear learner, good resource management is not just about completing a project. The goal is to help implement it in the most efficient way, on time, with zero-waste of resources.

But isn't project management and having a Work Breakdown Schedule (WBS) enough to get the job done? Resource planning, management and allocation is the art and science of allocating the right resource, to the right project, at the right time. But it is not always that simple.

Project managers face a number of problems and challenges. Let us have a look at some of the main challenges in resource management.

### Poor Resource Capacity Planning

Capacity is the resources available to get the specific task done, or deliver a project on time and within budget. Often organizations don't have any idea how to measure their capacity and as a result, they are unable to plan resource allocation. More often than not resources are planned to give 100 % all of the time. No one is productive each and every minute of their work day. Planning people at full capacity will not help you finish planned tasks on time and results in delays instead. Planning the resource capacity can skip last-minute delays. If you've delivered a project on time and within budget, you're on the right track. A lot of organizations fail to outline resource capacity in the initial project phase; as a result, it's difficult to plan resource allocation.



### **Conflicting Resource Priorities**

Allocating resources on a whim without analyzing incoming demands, understanding the priorities, or considering the organization's goals can be dangerous. Before assigning resources, it is important to have a holistic view of incoming demand and available resource capacity according to matching skill-sets and roles.

In many organizations, new projects do pop up every now and again. Some of these projects which are aligned to the organizations goals and strategy are important, and others are not. So, the first step towards resource management and planning is to get a handle on demand as well as prioritizing these projects, and then allocate resources accordingly.

How many times have you checked your team's availability?

It is not wise to expect your team members' attention while they're in the middle of a task. There is a need to check the resource availability in advance. Hopeful some of the below steps ease your resource priorities:

- Prioritize your projects based on business value.
- Identify urgent and important projects.
- Access your personal bandwidth.
- Keep flexibility with the project prioritization process.
- Learn to say "NO".

### **Resource risks are not assessed**

Many organizations only assess risks in relation to processes, technology and/or unforeseen events. But they don't always think about the risks associated with resources. A project or resources manager should sit down and create a list of every possible risk and opportunity they can think of while allocating resources.

### **Not enough appropriately skilled resources**

It is not enough to just have resources, they should also possess the skill sets required to successfully complete the project requirement, and have skill sets useful to the organization in general. Allocating resources without taking account of their skills can end up being a waste of time.

### **Shifting resources in response to unexpected problems**

Again, in any organization that operates complex projects, unexpected problems and issues do crop up, which is quite natural. Even under the most efficient planning, unforeseen challenges will always be an issue. That doesn't mean one should react by shifting



resources here and there sporadically. It is still essential to get a good grasp on demand and requests, and create a planned response, ideally under a robust project management methodology.

### **Limited Resources**

Many times, a fall-back position is needed, and tweaks need to be made from the resource allocation end. Without good resource management capabilities, a team will most likely end up over-allocating its resources both human and machine. Overwork of personnel lowers morale and leads to on-the-job errors and even accidents. Overworked machines, meanwhile, can cost millions to replace.

### **Resource use is not optimized**

Sometimes, already allocated resources are not optimized. Either they are working on low priority projects, rather than the type of projects which meet organizational goals - or else they are doing 'busy work'; in other words, they are not assigned challenging tasks according to their skill sets and responsibilities. A project manager needs to be aware of the project development and be able spot this.

### **Resource Back-Up**

Having a Plan B can save you a lot of trouble when everything seems to go downhill.

But why do backups matter? It's not those resources will always be up for meeting your project requirements. In times like this, creating a list of every possible risk and opportunity on tasks is the wisest approach.

Get your team to write down processes and procedures along with documenting. This helps you find greater clarity on how the work management needs to be defined.

Let's make this easier:

- Check the volume of data that needs to be backed up.
- Analyze the recovery time of getting the task within a time frame.
- Gauge the projected growth rate after analyzing the anticipated recovery time of that project.

### **Unrealistic Schedules and Deadlines**

Dear learner, the thing about deadlines is that, in the real world, they are given by higher-ups to project managers even before the latter could start planning and estimating how much time is actually required to complete a project. These are the facts of life. Planning



a specific deadline before the actual deadline can do wonders in meeting timelines. Planning, not only by considering project constraints, but also resource constraints (whether personal or professional) is essential for project teams.

Unrealistic or tight deadlines are the “bête noir” of project management! They should be avoided at all costs. Narrowing the focus and consistency in communication can get you back on track.

### **Poor Documenting Resource Utilization**

While managing projects, it is important to regularly and accurately document all resource utilization and allocation. If you’re on a whim without examining incoming demands, analyzing the priorities, the project goals can face danger. To resolve this issue, it’s essential to utilize the resources suitable to your needs.

A lot of organizations use lengthy spreadsheets that confuse the reader. High-end projects require a project management tool that takes care of resource management challenges. Errors are inevitable but keeping a record can be used for enhancing workflow management.

### **Inadequate Transition Process for Shared Resource**

Shared resources, working for different departments and different projects, are common in project management. Often shared resources are hopping from project to project without any adequate transition process or project plan.

Any organisation, large or small, will experience these issues on some level during their resource management journey. They will often form a business case for the organization to build upon and bring about some real changes. The key is to spot them and react appropriately, with the right planning, project management tools, and people for the job.

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## **Unit Reflection**



Think about any three types of resources management challenges have discussed in this unit. Which one your community has experienced.



## Unit Assignment



Attempt the following questions and put your work in your portfolio

1. Define resource management.
2. With example, discuss importance of resource management.
3. With examples discuss resource management challenges

# Unit 4

## Organizational theories

### Introduction

Dear learner, in the previous unit you learned about how to use managerial skills to manage resources to enhance effectiveness and efficiency of adult education programmes. In this unit you will be introduced to organisational theories as used in adult education. This will enable you to lead adult education organisation effectively and with efficiency. Welcome!

### Learning Outcomes



Dear learner, after the completion of this unit you should be able to:

- Define organisational theory;
- Explain essence of organisation theory to adult leaders;
- Describe functions of organisational theory in adult education context; and
- Explain applicability of organization theory in adult education.

### What is organizational theory

Organisation theory is the study of organisational design, relationships and structures. It focuses on such dimensions as level of organisation formalisation, specialisation, and standardisation, hierarchy of authority, complexity, size, goals and strategy. These dimensions provide a way of measuring and analysing organisations (Daft, 1997). It includes the analysis of the productivity and performance of organisations and the behaviour of individuals or groups in the organisation and how they interact with each other to accomplish set goals.

The Organizational theory studies the organisation so that it can identify the way to solve any issues. It offers an essential suggestion about ways that might help the organisation to cope successfully with rapid or sudden changes, meet the expectations of all its stakeholders and maximise productivity and efficiency.

The organizational theory provides a general reference to explain behavioural patterns in an organisation. It helps to look at the relationship between an organisation and its environment and the effects of that relationship on its modus operandi.



Organizational theory studies the impact of the external and internal business environment, for instance, cultural, legal, political etc. on the organisation. Applying the Organizational theory helps to improve the economic potential in society.

Organizational theories are studied because they address critical questions about the way an organisation works. It assumes that the organisation has goals, structure and members, but it puts its onus on the efficiency of the said organisation. Business entities use the Organizational theories that match their goals and business environment to improve its functionality and efficiency.

An important function of organization theory is that it provides a structured way to talk about organizations, as units and the subunits, groups, and individuals who work within an organization. It can help managers better achieve organizational goals.

## Types of Organizational Theories

Dear learner, social and behavioural scientists have developed various theories to describe the correct way to understand and approach the key to an organisation's productivity and success. Organizational theory attempts to explain the workings of organizations to produce understanding and appreciation of organizations. Organizational theory draws from various bodies of knowledge and disciplines. Some types of organizational theories include classical, neoclassical, contingency, modern, motivation and open systems. These variations on organizational theory draw from multiple perspectives, including modern and postmodern views. These organisational theories discuss different ways that managers and supervisors may address their leadership responsibilities in order to yield the most productive and efficient results.

### 1. Classical theory

Classical theory can address the primary aspects of institution's formal organisational structure. This theory discusses how to divide up professional tasks in the most efficient and effective way.

Classical theorists pay particular attention to the professional dynamics and relationships within an organisation and how these relationships may impact the company's function and production. The underlying purpose of this theory is to help organisations create the most beneficial structures within a company that can then help the organisation accomplish its goals.

The four principles of the classical theory include:

- **Division of labour:** This principle argues that the



production of a commodity is divided into the maximum number of different divisions. The work of each division is looked after by different persons. Each person is specialised in a particular work. In other words, the work is assigned to a person according to his specialisation and the interest he has in the work. The division of labour results in the maximum production or output with minimum expenses incurred and minimum capital employed.

- **Scalar and functional processes:** The Scalar process deals with the growth of organisation vertically. The functional process deals with the growth of organisation horizontally. The scalar principles refer to the existence of relationship between superior and subordinate. In this way, the superior gives instructions or orders to the subordinates (various levels of management) and gets back the information from the subordinate regarding the operations carried down at different levels or stages. This information is used for the purpose of taking decision or remedial action to achieve the main objectives of the organisation.

The Scalar chain means the success of domination by the superior on the subordinate from the top to the bottom of organisation. The line of authority is based on the principle of unity of command which means that each subordinate does work under one superior only.

- **Structure:** The principle of structure describes patterns of professional behaviour that lead to the accomplishment of the organisation's goals. Structure is a tool that may facilitate relationships between all aspects of the company or business.
- **Span of control:** The span of control means attributing the appropriate numbers of employees to a supervisor so they can implement the principles of coordination, planning, motivation and leadership. This is about assigning the maximum number of employees to a manager while also allowing them enough time and support to lead their staff.

## 2. Neo-classical theory

The neo-classical theory focuses on the emotional and psychological components of peoples' behaviour in an organization. Sociologists and psychologists found topics



like leadership, morale and cooperation contribute to professional habits and behaviours.

This theory argues that a sense of belonging and social acceptance is an important aspect of positive performance in the workplace. This means that effective leaders understand how the group dynamics may contribute to the success of the organization overall. Business leaders may implement systems and strategies to improve the interpersonal skills of their employees and facilitate meaningful professional connections through motivation, counselling and communication.

### **3. Modern theory**

Modern theory, also called modern organizational theory, includes multiple management development approaches. This theory considers interactions between people within an organization and the surrounding environment, as well as the interpersonal interactions between members of the organization. Theorists based this approach on systems analysis and used both quantitative and behavioural sciences to develop it.

This means that professional leaders who adopt this theory may use statistical and mathematical information to make business decisions while also considering the satisfaction and happiness of their employees. Managers who implement this approach may require an in-depth knowledge of their employees' behaviours in order to implement programs that further their productivity and professional development.

### **4. Contingency theory**

Contingency theory, also called decision theory, views organizations as a structure composed of choice-makers, and argues that there is no one right way to make a decision. Herbert A. Simon, a primary contributor to this theory, found that while people make business decisions at all levels of an organization, employees working at higher levels make the most valuable or impactful choices.

This theory argues that the ideal decision or choice may differ from one organization to another, so choices are dependent on various internal and external factors. This means that the success of a business is contingent on the decisions made by the organization's leaders. Contingency



theorists believe that management is responsible for analysing business situations and then acting accordingly to address any issues or challenges.

### 5. Motivation theory

The motivational theory includes the study of what drives and inspires members of an organization to work toward their professional goals. Theorists who support this approach argue that employees perform their job duties accurately and productively when management knows how to motivate them correctly. This may require business leaders to thoroughly understand their employees' behavioural patterns and preferences to recognize the most beneficial way to support them.

The goal of this is to increase company productivity on the basis that appropriately encourages employees to perform more efficiently, thus increasing production and profit. Managers may consider intrinsic and extrinsic factors that can impact their employees' feelings and experiences in order to develop effective systems and managerial strategies.

### 6. Open systems theory

Open systems theory is a concept that argues that an organization's environment influences it, and understanding the impact of this influence may help managers develop more effective leadership strategies. Theorists categorize the environmental factors that impact an organization as specific or general.

Specific factors may include the vendors or distributors that a company works with, industry competitors or government agencies that control or interact with production and regulation. Alternatively, general factors include four primary aspects that occur because of the geographic location of the organization. These aspects include:

- **Economic conditions:** The geographic location of a business can have a great impact on the company's ability to grow and remain successful because of local economic trends and events, including recessions and economic upswings.
- **Cultural values:** The cultural values of a community can influence customers' viewpoints and standards. This may influence whether they support your business or organization, and business leaders may use this theory to adapt to local cultural ethics.



- **Education systems:** Areas with strong education systems may be ideal for businesses that are in the technology industry or other companies that may rely on employees with extensive academic training.

**Legal consideration:** The legal and political environment, including the taxes and regulations on business operations, may impact the stability and security of an organization. This may influence its ability to remain productive and successful.

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## Unit Reflection



Dear learner, after completing this unit, try to write a reflective essay on modern theory.

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## Unit Assignment



Attempt the following questions and put your work in your portfolio

1. Define organisational theory.
2. Explain essence of organisation theory in adult education context.
3. With examples discuss functions of organisational theory in adult education settings
4. Compare and contrast neo-classical theory and classical theory

# Unit 5

## Management Theories

### Introduction

Dear learner, welcome to unit five of this module. This is a unit about management adult education programmes. At the end of this unit, you will be in a position to apply appropriate theories to execute adult education programmes.

### Learning Outcomes



Dear learner, after the completion of this unit you should be able to:

- Identify management theories;
- Categorize management theories; and
- Compare management theories.

### Management Theories

Management theories are a collection of ideas that recommend general rules for how to manage an organization or business. Management theories address how supervisors implement strategies to accomplish organizational goals and how they motivate employees to perform at their highest ability.

Typically, leaders apply concepts from different management theories that best suit their employees and organisation culture. Although many management theories were created centuries ago, they still provide beneficial frameworks for leading teams in the workplace and running businesses today.

### Categories of Management Theories

Management theories can be categorised into four main schools of thought: 1. Pre-Scientific Management Theory 2. Classical Theory 3. Behavioural Theory 4. Modern Management Theory.

#### **Pre-Scientific Management Theories:**

These theories were primarily related to the organisational environments. They focused on specific organisational problems in specific ways. As each manager had his own way of viewing the organisation, some emphasised on production and others on human relations.



If we look at recorded history, a number of monumental examples of management can be traced. The Sumerian civilisation, Egyptian, Chinese, Greek and Roman civilizations represent significant practices in management.

They represent management concepts that helped in smooth administration of these civilizations. Though famous even today, they do not provide significant information about the way these civilizations were managed.

These concepts did not provide important insight into management of business (or economic) institutions. No important techniques were available to solve organisational problems until the end of 15<sup>th</sup> century. There was no single universally accepted management theory that could apply to all organisations at all times.

It was in 1494 that the technique of double entry book-keeping was introduced to maintain financial records of the business. In 1800s, management theories developed as a systematic field of knowledge. Until formal management theories developed, pre-scientific management theories contributed to the management thought. It was by the end of the 19th century that management became a systematic field of study. The early contributions include those made by Taylor in the early 20th century as scientific management.

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## **2. Classical Theory:**

It is the oldest theory of management and is, therefore, called the



traditional theory of management. The classical viewpoint finds ways to manage business organisations effectively. It includes management theories that provide foundation to the study of management. It is the first step towards the study of management as a distinct field of study.

With increase in complexity of organisations, the need to have systematic approach to management became inevitable. The focus was on industrial production. Financial incentives were considered important contributors to organisational output.

**Features:**

1. It includes some of the early works on management which provide foundation to the modern management theory.
2. It attempts to find methods that increase output of workers.
3. Employees have strong economic needs which can be satisfied through financial incentives.
4. It stresses on formal structure of jobs and work schedules to satisfy individual and organisational needs.
5. It views organisations as closed systems which do not interact with the external environment.
6. It develops a set of ‘management principles’ which universally apply to all organisations: business and non-business.

**Three main theories that developed in the classical school of thought are:**

- a. Taylor’s Scientific Management Theory,
- b. Fayol’s Classical Organisation Theory and
- c. Weber’s Bureaucracy Theory.

**a. Taylor’s Scientific Management Theory:**

Frederick W. Taylor (1856-1915) introduced scientific management theory. Taylor is also known as the father of Scientific Management. It was called scientific management because Taylor focused on solving managerial problems in a scientific way.

Scientific management is the forerunner in the study of management. It developed because of the need to increase productivity. To compensate for short supply of skilled labour at that time, this theory developed to increase efficiency of the workers.

Taylor found that work was not being done scientifically in many organisations which led to wastage of human and non-human resources. Time and work studies were not followed so that ‘how much work should be done in a day and how much should be paid for each day’s work’ was not scientifically planned.



He felt that workers produced much less than what they could as they followed traditional methods of production. 'Hit and trial' approach was used for combinations of work schedules. Scientific ways (or the best way) of work were not adopted.

In this regard, Taylor was confronted with many questions:

1. Could the existing work schedule be reorganised by adding or deleting some of the operations?
2. Could the sequence of existing operations be changed?
3. Was there 'one best-way' of doing the work?

Taylor worked on these lines and provided scientific ways of doing the work. He conducted various experiments and developed the theory of scientific management. Taylor's principles recommended that the scientific method should be used to perform tasks in the workplace, as opposed to the leader relying on their judgment or the personal discretion of team members.

Taylor recommended simplifying tasks to increase productivity. He suggested leaders assign team members to jobs that best match their abilities, train them thoroughly and supervise them to ensure they remain efficient in the role.

While his focus on achieving maximum workplace efficiency by finding the optimal way to complete a task was useful, it ignored the humanity of the individual. This theory is not practiced much today in its purest form, but it demonstrated to leaders the importance of workplace efficiency, the value of making sure team members received ample training and the need for teamwork and cooperation between supervisors and employees.

#### **b. Henri Fayol's Classical Organisation Theory (Management Process Theory):**

While Taylor emphasised on productivity at the shop level, Fayol focused on the organisation as a whole. Fayol was concerned with general management and control of the entire organisation and not just supervision and control of operations at lower levels of management. His focus was on management of the organisation and not simply individual jobs. His work was, thus, related more to the top level of management. He was regarded as the first person to systematize the administrative approach to management.

Henri Fayol (1841-1925), worked as a senior executive and mining engineer, developed this theory when he examined an organization through the perspective of the managers and situations they might encounter. There was a general belief at that time that 'managers are born, not made', that is, only those who had inherent qualities of being a manager can become managers. Managers cannot be



made through formal knowledge and training.

This view was opposed by Fayol who said that managers need not necessarily be born; fundamental principles underlying the managerial theory can be taught and, thus, managers can be made. He believed that “management could be taught, once its underlying principles were understood and a general theory of management was formulated.”

**Principles of management:**

Fayol believed leaders had five main functions to forecast, plan, coordinate, command and control and he developed principles that outlined how leaders should organize and interact with their teams. He described these principles as flexible and not exhaustive. They can be changed according to situations and usually apply in most business situations. They were considered as indispensable for every business and non-business organisation. The word ‘principles’ was used by Fayol to describe their flexibility that they should be left up to the manager to determine how they use them to manage efficiently and effectively.

In his words, “I prefer the word principles in order to avoid any idea of rigidity, as there is nothing rigid or absolute in administrative matters; everything is a question of degree. The same principle is hardly ever applied twice in exactly the same way, because we have to allow for different and changing circumstances, for human beings who are equally different and changeable, and for many other variable elements. The principles, too, are flexible and can be adapted to meet every need; it is just a question of knowing how to use them.” The principles he outlined were:

- i. **Initiative:** This refers to the level of freedom employees should have to carry out their responsibilities without being forced or ordered.
- ii. **Equity:** This principle implies everyone in the organization should be treated equally and that it should be an environment of kindness.
- iii. **Scalar chain:** This principle says there should be a chain of supervisors from the top level of management to the lower level and that communication generally flows from top to bottom. He emphasized there is no hard rule regarding the communication process through the chain of command.
- iv. **Remuneration of personnel:** This principle refers to the assertion that there should be both monetary and non-monetary remuneration based on performance levels to create a bond between the employee and the organization.



- v. **Unity of direction:** This principle asserts that there should be only one manager per department who is in charge of coordinating the group activity to attain a single goal.
- vi. **Discipline:** According to this principle, employees should be respectful and obedient, and an organization should outline rules and regulations that clarify rules, good supervision and a reward-punishment system.
- vii. **Division of work:** This principle asserts that the overall action of management should be divided and that team members should be given responsibilities based on their skills and interests to make them more effective and efficient.
- viii. **Authority and responsibility:** Per this principle, there should be a balance between authority, the right to give commands and make decisions and responsibility, the obligation of an employee to perform the tasks they're designated.
- ix. **Unity of command:** This refers to the assertion that employees must get orders from only one immediate supervisor and be accountable to that person only.
- x. **Subordination of individual interest to general interests:** There must be harmony between the interests of the individual and the organization, although the organizational interest should be given priority since it will bring rewards for the individual.
- xi. **Centralization:** According to this principle, the topmost level of authority should be centralized to the top level of management, who has the power to make the most important decisions in an organization.
- xii. **Order:** This principle asserts that for an organization to run smoothly, the right person must be in the right job and that, therefore, every material and employee should be given a proper place.
- xiii. **Stability of tenure:** This principle says employees must have job security to be efficient.
- xiv. **Espirit de corps:** This refers to the belief that there must be a unified team contribution and that cooperation is always greater than the aggregate of individual performances.



### **Significance of Administrative Management:**

Fayol's theory has greatly contributed to the modern management practices. His principles apply in the managerial world. Managers are not born but can be made holds true as management theory is taught in various management institutions.

### **Positive attributes of Fayol's theory are:**

1. Fayol pioneered in distinguishing management functions from other functions/ activities of a business.
2. He was the first to highlight the universality of management principles.
3. His contribution to management theory is the foundation to development of management thought. His functions of management provide systematic understanding to the process of management. His theory is also known as management process approach.

### **Limitations of Administrative Management:**

Fayol's theory has the following limitations:

1. This theory is not well suited to modern business organisations which operate in the fast-changing environment. In this process, they may not follow the principles of management at all times. The principle of centralisation, for example, where subordinates are not part of the decision-making process may not enable the organisations to adapt to the changing environment. In fact, workers' participation in management is the feature of modern-day organisations. The concept of universality of management, therefore, does not hold true.
2. It over-emphasises formal structure of the organisation and ignores informal needs of the workers.
3. The impact of external environment is not taken into consideration. This theory was introduced when environment was more or less stable. Contemporary management cannot work without active interaction of organisations with the external environment. Despite the limitations, Fayol's contribution to management is important. Though not always applicable in every situation, his principles are generally in widespread use today.

## **Comparison of Taylor's and Fayol's Theories:**

### **Points of similarities:**

Taylor's and Fayol's theories are similar to each other with respect to the following:

1. Both the theories represent pioneering work in the study of management. They are the foundation to the study of management.
2. Both Taylor and Fayol found ways to increase the output.
3. They emphasise on financial needs which can be satisfied through financial incentives.
4. They focus on formal jobs and work schedules to satisfy individual and organisational needs.
5. They view organisations as independent units with little or no interaction with the external environment.
6. They develop a set of management principles important for industrial progress.
7. Both the theories are developed on practical experience in their respective companies.
8. Both emphasise that managerial qualities can be acquired. Therefore, organisations should attempt to develop these qualities.

### **Points of differences:**

While Taylor focused on efficiency of operating workers, Fayol aimed at improving efficiency of the organisation as a whole. Fayol's theory, therefore, has wider applicability.

The theories differ from each other on the following grounds:

1. Taylor is known as the father of scientific management while Fayol is known as the father of modern management. He introduced the Administrative Management Theory.
2. Taylor emphasised on increasing productivity at the workers' level while Fayol emphasised on managing the organisation as a whole.
3. Fayol's principles of functional management focus on the entire enterprise while Taylor's principles of scientific management focus on a segment of the enterprise — operating level.
4. Taylor emphasised on organisational productivity through increase in worker's efficiency while Fayol emphasised on overall administration of the organisation.



No.	<b>Taylor (Father of Scientific Management)</b>	<b>Fayol (Father of Principles of Management)</b>
1.	The aim is to increase production at the shop level.	The aim is to increase overall production of the organisation.
2.	The focus is on improving output through work simplification and standardisation.	The focus is on developing principles that can be applied to coordinate internal activities of the organisation.
3.	The theory studies management from bottom to top.	Management is viewed from top to bottom.
4.	It is based on scientific observation and measurement.	It is based on personal experience later translated into universal truth.
5.	It covers narrow perspective of management theory.	It has wider perspective and, therefore, wider applicability.

### c. Weber's Bureaucracy Theory:

Max Weber (1864-1920), a German sociologist, made significant contribution in the fields of management, economics, philosophy and sociology. In the field of management, his most significant contribution is his work on bureaucratic management.

At the time when managers had traditional authority (authority by virtue of a particular class by birth) or charismatic authority (authority by virtue of appeal and social power), Weber propagated the need for organisations to be managed in a more rational manner. He introduced rational-legal authority system (rather than charismatic and traditional authority) to manage business organisations.

The system was rational because organisations with formal authority-responsibility structures aimed to achieve a set of pre-determined goals. It was legal because authority was exercised by a person not by virtue of his appeal, class or reference but by position in the organisation and was bound by a system of well-defined rules and regulations.

He identified a set of characteristics of large organisations which helped in their rational operation. Such organisations were known as bureaucratic organisations. Weber evolved an ideal type of



bureaucracy which was a superior form of organisation with features of efficiency, objectivity, unity, discipline etc.

Max Weber, bureaucratic management theory focuses on structuring organizations in a hierarchy so there are clear rules of governance. His principles for creating this system include a chain of command, clear division of labour, separation of personal and organizational assets of the owner, strict and consistent rules and regulations, meticulous record-keeping and documentation and the selection and promotion of employees based on their performance and qualifications.

This theory has played a key role in establishing standards and procedures that are at the core of most organizations today.

### **Contribution of Classical Theory to Management Thought:**

1. Classical theory was the first to focus on management as a separate field of study.
2. It provided a ground work for development of later theories. It highlighted basic organisational problems to the management.
3. Many principles (job specialisation and scientific methods of work) and functions of management of the classical theory hold true even today.
4. It provides a set of management principles and functions based on experiments and scientific methods which can be applied to a large number of business and non-business organisations.

### **Limitations of Classical Theory:**

1. This theory originated when organisations had stable and simple structures. They had very little interaction with the environment. The modern organisations are complex and changing in form and, therefore, do not fully comprehend the principles of classical theories. The theory was, therefore, more practical in the past than in the present.
2. The principles of management are not universally applicable in the organisations today. The 'universality of concepts' does not always hold good. The principle of unity of command, for example, does not apply in organisations where jobs are highly specialised. There is extensive division of work and people receive orders from various functional heads.
3. Employees are viewed as tools rather than resources for contributing to management objectives. Their social and



- psychological needs are altogether ignored.
4. The focus of theory is more on task than people; human behaviour and desires are ignored.
  5. Monetary rewards are more important than non-monetary rewards. This is not always true. Non-monetary rewards like status, power, recognition etc. can be more powerful than money in many cases.
  6. Initiative and creativity of employees are totally ignored. Overemphasis on rules made these rules an end. People strictly followed rules forgetting why these rules were framed.

### **3. Behavioural Theory:**

Management thinkers of this approach focused on human relations and attributed organisational success to:

1. Organisational goals, and
2. Satisfaction of personal needs of human beings.

When principles of classical theory were put to practice, the responses at the work place were not very positive. When researchers tried to analyse human behaviour at work, they found that classical theorists viewed people as means of production and suggested ways to increase production. But unfortunately, managers could not achieve the targets of production as people at the work place did not always behave rationally. The focus was on mechanical side of the organisation and human side of the organisation was totally ignored.

In behavioural theory, the focus shifted from workplace conditions to human side of the organisation. The focus changed from job to workers who performed those jobs. 'Production-oriented' approach was substituted by 'people-oriented' approach. Behavioural theory is a "perspective on management that emphasises the importance of attempting to understand the various factors that affect human behaviour in organisations."

It recognises that employees' behaviour is not affected by job conditions alone. Internal reactions to the job situation also affect their behaviour.

#### **Two main theories which promote this idea are:**

- a. Human Relations Theory
- b. Behavioural Science Theory.



### **a. Human Relations Theory:**

This theory analyses the impact of ‘what is achieved, how it is achieved and why it is achieved on people in the organizations’ (Terry and Franklin). The approach emphasises that “management does not do, it gets others to do”. When focus of management is human beings and human relations, it boosts the morale of employees and productivity and efficiency of the organisations increase.

“Human relations refer to the ways in which managers interact with their subordinates.” Managers should know the factors that motivate the employees so that good human relations are developed in the organisations.

The theory considers organisation as social system that looks after socio-psychological needs of the workers. It looks beyond rewarding employees by financial incentives alone. Workers have to feel satisfied at the work place and, therefore, managers adopt participative decision making, job enrichment, cordial work relationships etc. This will promote individual goals, provide them work satisfaction and positively contribute to organisational goals.

### **Evaluation:**

1. The human relations theory focused on promoting organisational efficiency through satisfaction of social and psychological needs of workers more than other needs.
2. Workers are part of the group where informal rather than formal communication and leadership are more effective.
3. Managers get better results by changing their management style; participative approach is better than authoritarian approach; managerial skills are more important than technical skills.
4. Financial incentives are not always as rewarding as non-financial incentives in affecting the human behaviour.

### **Limitations:**

**This theory suffers from the following weaknesses:**

#### **(i) Design of the theory:**

The theory is based on experiments on a group of people which is not representative of the general population. Social and psychological needs are not always as important as emphasised



upon. They are secondary to physiological needs and unless workers are satisfied with their pay packages and working conditions, they are not motivated to work for their social needs.

**(ii) Analysis of the theory:**

It analyses group dynamics and decision-making as more important variables than unity of command to increase productivity. This may not always hold true.

**(iii) Interpretation of the theory:**

It over-emphasises the fact that objectives can be achieved if cordial relations are maintained in the organisation. Differences of opinion amongst people can also generate new ideas and innovations.

**(iv) Human relations philosophy:**

It says that informal groups satisfy workers and promote productivity which is not always true. It is proved empirically that informal groups at the work place is a very simple assumption about workers' contribution to their jobs. Factors like motivation, communication and leadership also contribute to organisational efficiency. These factors are considered in the behavioural science theory.

**(v) Scientific method and human relations approach:**

Human relations approach is not based on scientific methods. Workers are viewed as mere means to contribute to organisational goals. The needs they want to fulfil through work and work environment are ignored.

Despite the shortcomings, Hawthorne studies are important contributors to the study of social factors on industrial production. It pioneered in changing the managerial focus from task to people. Workers should be treated as human beings and not as hired labour. People have to be treated with dignity and respect. Their values and beliefs have to be respected. John G. Adair comments: "No other theory or set of experiments has stimulated more research and controversy nor contributed more to a change in management thinking than the Hawthorne Studies and the human relations movement they spawned."

**b. Behavioural Science Theory:**

Human relations theory lacked scientific vision to the study of human behaviour. This was considered in the behavioural science



theory. Elton Mayo and other researchers applied scientific methods to study human behaviour at their work place.

While human relations theorists take simple view of human behaviour (they focus on interpersonal relations), behavioural theorists take complex view of the work situation (they focus on the performance of individuals and groups). The approach focuses not on individual behaviour (human relations approach) but on group behaviour and relationship amongst different groups affected by varied social and cultural beliefs.

They adopt concepts from various disciplines and test them in business organisations and laboratories before they are accepted as management theories. Behavioural science theorists take wider view of organisational behaviour. They apply the concepts of social sciences or behavioural science (Psychology, Sociology and Anthropology) to understand the behaviour of human beings.

Psychology is the study of individual human behaviour. Sociology is the study of human behaviour in groups. Anthropology is the study of human behaviour as individuals and members of groups. Thus, these researchers came to be known as behavioural scientists rather than 'human relations theorists'.

This theory is, thus called the behavioural science theory. "The behavioural science approach emphasises on scientific research as the basis for developing theories about human behaviour in organisations that can be used to develop practical guidelines for managers."

Some behavioural scientists, like Maslow and McGregor believe that more than a 'social man', worker is a 'self-actualizing man'. Generally, workers want their lower-order needs to be satisfied before higher-order needs (ego and self-actualization), but there are people who work for higher-order needs even at the cost of their job security.

The behavioural scientists motivate people according to their need perceptions. They believe that people differ with respect to their needs, values, attitudes and perceptions and, therefore, act differently in similar situations. Managers understand these needs and values, satisfy them through motivators and synchronize their individual goals with organisational goals.

#### **Features:**

1. It emphasises on participative and group decision-making rather than individual decision-making.



2. It emphasises on self-direction and self-control rather than control by managers.
3. It suggests positive measures to improve the performance of sub-standard workers rather than taking negative actions against them.
4. It considers organisation as a group of individuals and identifies the reasons why individuals join groups and factors that influence the group behaviour. Informal groups and group norms are considered important.
5. Behaviour of people is different as members of group than as individuals.
6. While working together, people form informal groups which have their own norms. Group norms have powerful influence over organisational efficiency.
7. It introduces the concept of 'complex man' over 'social man' with varied needs. According to behavioural scientists, human behaviour is need-based and, therefore, people react differently to different situations.
8. It appreciates conflict in the organisation. Conflict of opinion is considered desirable for human development. The sociological approach to behavioural science theory recognises interaction amongst people of social groups, their cultural relations and coordinates organisational activities with social and cultural values of members of groups. It accepts that informal organisation co-exists with formal organisation (characterised by formal leadership and well-defined authority- responsibility relationships).

The theory also asserts that since people do not react to same situation in the same way, general principles of management cannot always be applied to organisations. Managers should create social and friendly environment at the work place, allow participative decision-making and integrate individual goals with organisational goals so that employees cooperate with managers as a group to increase productivity.

**Evaluation:**

Behavioural scientists have scientifically contributed to the human element; their needs and working environment, interpersonal relationships, group behaviour and need for motivation, leadership



and communication in guiding organisational behaviour and solving group conflicts. It satisfies social and psychological needs of employees, emphasises on interpersonal relations and group dynamism.

Though this approach has significantly contributed to management theory, it is not always practical to deal with human behaviour the way the theory suggests because of the complex nature of human beings. Human nature is not predictable, it is not guided by the same motivational forces.

Group norms may not always supersede organisational norms, group decision-making may not always be better than individual decision-making and social or human relations approach may not always be better than technical aspects of work.

#### **4. Modern Management Theory:**

With increasing complexities of organisations, modern management theory developed as a synthesis of systems theory, contingency theory and operational theory of management.

**The modern management thought is characterised by the following features:**

1. Management is responsive to environmental changes. Successful organisations adapt to environmental changes as part of the management practices.
2. Business organisations are dynamic institutions composed of inter-related divisions and sub-divisions.
3. Firms have multiple objectives. Managers balance economic and non-economic objectives and maximise the interests of diverse groups of stakeholders like shareholders, customers, suppliers etc.
4. Management is multi-disciplinary in nature. It draws knowledge from various disciplines and synthesizes it to solve managerial problems.
5. Management is future oriented. It forecasts environment through scientific techniques and discounts it to make decisions in the present. Effective forecasts reduce risk and increase organisation's adaptability to changing environmental variables.

### a. Systems Theory:

The theories discussed so far (classical, behavioural and quantitative) focus on one aspect of the organisation; 'task', 'people' or 'mathematical decision-making'. They apply under definite set of assumptions. The systems approach takes broader view of management where the organisation is viewed as a whole, unified and purposeful entity composed of different parts.

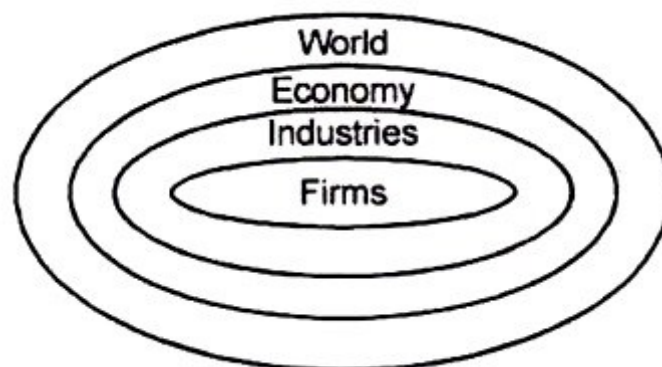
System means a complex whole, a set of connected parts or an organised body of things. It is a set of parts or things which perform common functions. Rather than analysing parts of the organisation independently, systems theory views the organisation as a whole which operates in the larger external environment.

It assumes that each part bears relationship with every other part of the organisation and, therefore, manager should view the organisation as a whole consisting of several inter-related parts. This theory provides new thinking to the study of organisations and management. It identifies simultaneous variations of mutually dependent variables of the organisation.

This theory views organisation as a whole which operates in the external environment and has internal environment consisting of departments (production, marketing, finance etc.), inter-related to each other in a manner that input-output conversion is done most efficiently. Firms have departments that work as sub-systems, e.g., production, marketing, finance, personnel etc. These departments are inter-dependent and inter-related. If any sub-system stops working, complete working of the organisation comes to a halt.

The organisation itself is a sub-system of the larger environment. Thus, the concept works like a spiral where each inner circle affects and is affected by the outer circle. Inner circle is a system in itself and a sub-system of its outer circle.

In the context of the economy as a whole, with various firms operating in it, this circle can be represented as:





The systems approach, thus, views organisation as a single, integrated system of sub-systems. “It is a set of inter-related parts that operate as a whole in pursuit of common goals.

This theory asserts businesses consist of multiple components that must work in harmony for the larger system to function optimally. The organization’s success, therefore, depends on synergy, interdependence and interrelations between subsystems. According to this theory, employees are the most important components of a company, and departments, workgroups and business units are all additional crucial elements for success.

Per the systems management theory, managers should evaluate patterns and events within the organization to determine the best management approach. They need to collaborate and work together on programs to ensure success.

#### **b. Contingency Management Theory:**

According to classical theory, if management wants to get the best out of workers, it should increase wages or relax working conditions. The behavioural school of thought emphasises on human needs to maximise their contribution to organisational output. Contingency approach is synthesis of the two. It does not advocate either of the two to be universally applicable. It depends on the situation.

If workers are skilled, participative style of management or behavioural theory can be effective but if workers are unskilled or their physiological needs are more important than the higher-order needs (self-actualisation needs), classical theory will be more appropriate.

“Contingency theory is a viewpoint that argues that appropriate managerial action depends on the particular parameters of the situation. Hence, rather than seeking universal principles that apply to every situation, contingency theory attempts to identify contingency principles that prescribe actions to be taken depending on the characteristics of the situation.”

Each organisation is unique, each problem is unique, each decision is unique and, therefore, the way of tackling every situation is also unique. Every decision or solution depends upon the variables that affect the situation. Different situations call for different decisions. There is no best way of doing things universally in all situations.

The theory developed when managers applied principles of management to different problem- solving situations and concluded that these principles could not be universally applied to all the situations. With increasing complexity of organisations where



management has become a multi-disciplinary area which takes into account the impact of psychological, sociological, behavioural, technical and other sciences, no single solution exists to all kinds of problems.

According to this approach, “the task of managers is to identify which technique will, in a particular situation, under particular circumstances, and at a particular time, best contribute to the attainment of management goals.” Past experience and experience of other firms also help in solving managerial problems.

This theory is an extension of systems theory. It believes that organisation is an open system which continuously interacts with external environment (consisting of parties outside the organisation). While the internal environment consists of sub-systems or departments of the organisation, external environment consists of social, political, economic, legal and technological factors that affect its working. According to this theory, managers take note of both these environments to solve various business problems.

Thus, this approach does not advocate ‘universality of management principles. Management concepts, principles and theories depend purely on the situation. There is no best style of management. Management style changes with changes in environmental factors. Managers analyse the external environment, their strengths and weaknesses, managerial concepts in the light of environmental factors and choose a concept or theory that best fits the situation.

### **c. Operational Theory:**

“The operational approach to management theory and science draws together the pertinent knowledge of management by relating it to the managerial job that managers do. It tries to integrate the concepts, principles, and techniques that underlie the task of managing.”

Since managerial concepts apply at all levels of management in all kinds of organisations, business or non-business, this theory manages different situations by taking the best from theories (classical, behavioural, systems, quantitative etc.) in different schools of thought and unifies them into one theory. Rather than applying one approach, it picks up the best and relevant aspects of different theories that can practically apply to a given situation.

Since management is a complex task that involves relationships amongst variables that affect internal and external organisational environment, managerial knowledge must be an integration of pertinent knowledge from different schools of management thought.

Operational theory is also regarded as the management process school of thought where management process is considered as a set



of management functions (planning, organising, actuating and controlling) which distinguish managers from non-managers. The emphasis on these functions varies with the actual situation. Managers seek knowledge of other theories with process framework as central management functions to be performed.

This theory has practical application today. “Since the activities of a manager are basic, the process school provides an excellent framework not only for the study of management using this fundamental approach but also for using valuable contributions offered by other schools of management. The goal is to take the best from what is available in management thought and work it into a single theory.”

#### **d. Theory X and Y**

American social psychologist Douglas McGregor introduced X and Y theories in his book, “The Human Side of Enterprise,” where he concluded two different styles of management are guided by their perceptions of team member motivations. Managers who assume employees are apathetic or dislike their work use theory X, which is authoritarian. Theory Y is used by managers who believe employees are responsible, committed and self-motivated. This is a participative management style that gives rise to a more collaborative work environment, whereas theory X leads to micromanaging.

He concluded large organizations may rely on theory X to keep everyone focused on meeting organizational goals. Smaller businesses, where employees are part of the decision-making process and where creativity is encouraged, tend to use theory Y.

#### **i. Primitive Communalism**

There were no private properties in primitive communal societies due to collectivization. The strong factor for this was the fact that people lived together and owned properties collectively. Yet, production relations improved along with the development of the means of production. With the gradual development of agriculture and livestock farming, some communities specialized in livestock production, while others specialized in agriculture. Thereby, efficiency progressively increased, as did the output, due to specialization in production.

Nevertheless, individuals who had surplus property began to interchange their goods with the products they needed.



Consequently, division between the areas of agriculture and livestock occurred and the social division of labour emerged. Personal labour came to the forefront, while the importance of social labour decreased, due to the establishment of specialization and overproduction. Personal labour also requires the existence of private property on account of the abandoned communal property. Given the increase of wealth and property, the poor became indebted to the rich and, eventually, they began to be slaves. This led to the ‘birth’ of the second mode of production.

### **ii. Slavery Mode of Production**

Slowly the primitive communal mode of production lost its dominance; hence the emergency of the slavery mode of production which was one of the most brutal system in human history. During this period of slavery, because metalwork was not an easy process, crafting emerged and other social divisions of labour also occurred.

In addition, traders started to use money for exchange of products, which created another social division. Metalwork led to the development of forces of production, while the increasing social division of labour led to the disintegration of society. Accordingly, while those who possessed the means of production got richer, those who had nothing despite their labour became more impoverished. In addition, costs from unpaid loans turned people into slaves who had no right and no control. Having no humanitarian importance except for work and services, slaves were bought and sold as commodities, they were forced to live under horrible conditions, and they were also tortured or even killed in order to protect the interests of their owners.

### **iii. Feudal Mode of Production**

As the slavery mode of production waned, the new mode of production in the name of feudalism was born. It should be noted that similar to primitive communalism, the slavery mode of production demised because of the development of productive forces.

Slaves were emancipated in conjunction with the transition to feudal production model but even so they did not completely get their freedom. The underlying factor was that slaves became serfs

who were attached to the plots of the landed feudal lords. Since lands were divided into plots under the ownership of the feudal lords, cultivation was left to the serfs.

The working time of serfs, who took a share of the land products, was divided in two parts: performing work for the feudal lord who was the owner of the land and the period of work for themselves. Acquiring surplus value by the feudal lords, which was created by the serfs, was named “ground rent” and at that time it was collected as;

- Labour rent;
- Rent in kind; and
- Money rent.

As time progressed, society was split in two classes as "feudal lords" and "peasants" in the process that was dominated by the feudal mode of production. In addition, the system was enlarged especially with the participation of craftsmen and traders living in cities. These specialists introduced and necessitated many transactions of money into the feudal mode of production, which accelerated its end. This situation was the strong factor for the emergence of capitalist mode of production.

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## Unit Reflection



Think about any three management theories have discussed in this unit. Which one you do think is more useful in managing adult education centre in our country?

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## Unit Assignment



Attempt the following questions and keep your work in your portfolio

1. What do you understand by the term management theory?
2. From your reading of different sources, describe main theories that developed in the classical school of thought.



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