

LECTURE 3

THEORIES OF MANAGEMENT

Lecture overview

Welcome to our third lecture on theories of educational management. This lecture will discuss Bureaucracy theory and Human Relations theory.

Objectives



By the end of this lecture you should be able to:

- i. Define and explain the characteristics of Bureaucracy theory
- ii. Discuss the advantages and disadvantages of bureaucracy theory
- iii. Define and analyze the features and contributions of Human relations theory

Bureaucracy Theory

Bureaucracy is an organizational form made up of hierarchy of specialized offices defined by systematic rules and routine structure where power and authority rests in the office not in an individual.

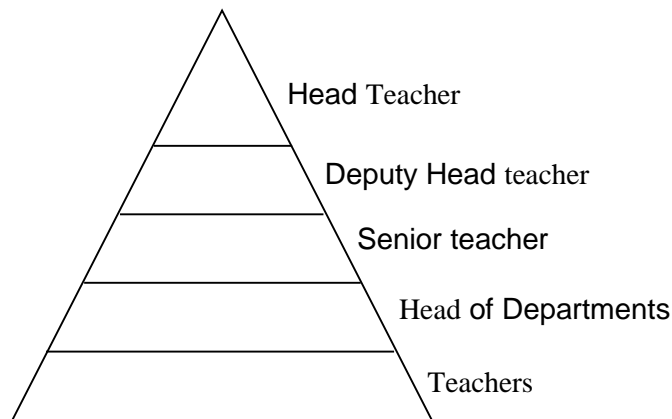
- It was advocated/pioneered by a German sociologist know as Max Weber (1864-1920). He was interested in the way people interact and get into positions of power.
- He wanted to find out why people in organizations obeyed those in authority over them.
- According to Weber all organizations (political, religious, educational, e.t.c.) are bureaucratic organizations.
- This means that if an organization is to be termed as bureaucratic it must have rules and regulations which govern the job behavior of the employees.
- There is power and authority and this rest in the office not in the individual.
- Max Weber identified characteristics (features) of a bureaucratic organization which he viewed as the most efficient for large and complex organizations.

Characteristics of Bureaucratic organizations

The following are the characteristics of bureaucratic theory as outlined by Max Weber.

a) Hierarchy of authority

- This is the most common characteristic of all organizations.
- It is a chain of authority which goes from top to bottom
- A hierarchical arrangement of offices whereby one level of jobs is subjected to control by the next high level.
- Decisions are made from the top and must be implemented by the people in the lower ranks.
- Authority is thus distributed in a pyramidal manner/type of structure for example in a school set up as follows:



b) Division of labour:

- Tasks are divided into areas of specialty and employees are assigned tasks in accordance to their training, skills and experience in order to enhance efficiency and expertise.
- E.g. high school teachers specialize in teaching two subjects.
- Division of labor call for accountability.

c) Professional qualities and career aspects

- Appointments or selection in any bureaucratic society is based on ability (competence) technical qualifications. Payment is by fixed salary and is determined by the demands of the job and not the personal ability.

Career aspects

- Appointments to offices are based on expertise and technical competence if work is to be performed efficiently and effectively.

- Promotion in a bureaucratic organization is based on seniority and achievement which is decided by judgment of the superiors. Dismissal is only for objective cause.

d) Rules and Regulations and Procedures

- This theory emphasizes strict adherence to rules and regulations. There must be a consistent set of rules that all employees must follow: in a bureaucratic organization decisions are governed by consistent use of rules and regulations. The use of force and power is strictly adhered to.
- Behavior is thus subjected to systematic discipline and control.

e) Legal Authority and Power

- Authority rests in the office not in the individual bearer.
- Official positions exist in their own rights since power and authority rests in the office.
- There should be clear statement of rights and duties of personnel

Advantages of Bureaucracy

- Specialization** – Bureaucracy allows one to specialize in an area where one is an expert.
- Specialization promotes efficiency and calls for accountability.
- Structure** – the main task is sub-divided into sub-tasks therefore the duties of each person are well described and therefore a command hierarchy is encountered at every level. Top to bottom.
- Predictability and stability** – this is possible due to the existence of rules and regulations. For example, one can predict what students will learn in a particular week, day during school days.
- Rationality** – in any bureaucratic society, judgments are made according to objectives and generally agreed criteria. Friendship or enmity does not matter, one has to follow objectives.
- Democracy** – Democracy exist due to emphasis of technical competence as the sole basis of saving and holding a job. One's ability allows for everything. Opportunities to train apply and are selected for a job is open to every employee.

Disadvantages of Bureaucracy

- Adaptability and the ability to change are made more difficult because of standardized rules, procedures and rigid structures.
- Decision making is slow and cumbersome
- Control systems are rigid and frequently out of date.
- Impersonality – is ignorant of people's feelings ignores psychological needs of employees.

- v. Rules tend to become important in their own right rather than as a means of promoting efficiency.

Application of bureaucracy theory in educational Institutions

- In private institutions teachers are rewarded on performance. Those who perform above the expectation are given a higher pay and promotion.
- The selection of teachers is based on qualification and areas of specialization.
- There is delegation of authority and responsibility between managers and workers.
- Division of labour is evident in the various duties assigned to different positions and subjects of specialization.
- Authority and responsibility is clearly defined in various offices e.g the role of the head teacher, deputy head teachers, head of department are clearly stated.

2. Human Relations Theory

This theory developed between 1920 and 1930 as a reaction against the formal tradition of the classical theorists, it was concerned with the human factor in organizations. Its founders were Mary Parker & Elton Mayo.

Mary Parker (1868-1933) was at the forefront in championing this theory. She believed the success of institutions was in developing and maintaining dynamic and harmonious relationships.

However, it was not until the analysis of the Hawthorne studies of the Western Electric Company in Chicago that a breakthrough in this theory was achieved. In the study, workers were subjected to experimental treatments in form of dim and bright lights. Researches were also done on how use of incentives in work affected performance. It was concluded that psychological factors operating within an environment were great determinants in the success of an organization.

The Human Relations theory emphasizes that wage incentives and physical working conditions are not the only determinants to job performance. There are other motivations for example, status and social activities e.g. games, parties which boost performance.

Principles enhanced by Human Relations Theorists

- Workers are more comfortable when they perform as members of a team (informal group) rather than as individuals.
- Specialization can create efficiency but over time leads to boredom reducing the efficiency.

- Informal leaders should be recognized and be given responsibilities as they boost performance.
- Individuals are not cogs in a machine involving them in decision making process and being flexible boosts their performance
- Workers welfare should be considered
- Managers should be sensitive to employees' interests e.g. need for studies.
- Both informal and formal channels of communication should be emphasized.

Contributions of the Human Relations Theory

- It improves the classical approach by stressing the social needs.
- It revolutionized classical theories by its emphasis on people management not on skills enhancement only.
- It brought dynamics with its emphasis on group processes not just individual processes.

Limitations of Human Relations Theory

- Managers assumed that satisfied workers would be more productive
- Productivity and work satisfaction is very complex and cannot fully be determined

Application of the Human Relations Theory in Modern Organizations

- Educational managers should understand appreciate the existence of systems both formal and informal
- Employee and personnel needs should be considered
- Individual's talents and capabilities should be enhanced.
- A deliberate effort should be put in place to enhance the social climate of an institution.
- Informal leaders should be recognized
- Educational managers should be people oriented.

Summary



In the last two lectures we have learnt that the management practice has developed in bits and pieces over the years. The practice of management can be

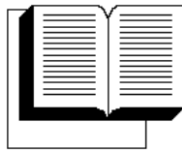
traced to the beginning of man, but the systematic study of management, particularly the area of academic study is essentially a product of 20th century. In this topic we have discussed the importance of a theory, the Scientific Management theory and the Administrative theory; the Bureaucracy and Human relation theories. All theories discussed in this topic have something to offer and there is no theory that embraces the concepts found in all theories. This therefore calls for careful integration of the theories.

Self-Assessment Questions



1. Illustrate basic the principles or element outlined in Bureaucracy theory.
2. Examine how human relation theory improved classical theories
3. Apply Bureaucracy theory and human relation theory in education setting

Further Reading



Amanuel, A.T (2009). *Managing Education: A Handbook for Student Teachers and Trainers and School Principals*. Nairobi: CUEA Press.

Okumbe, J. A. (1998). *Educational Management: Theory and Practice*. Nairobi: University Press.

Olembo, J.O, Wanga P.E & Karagu N.M (1992) *Management in Education*.

Smarth, M.W (2001). *Fundamentals of Management*. New Delhi: Chanda and Co. Ltd.