

An Introduction to Management Concepts

Amanawa, David Ebiegberi

Faculty Member, Centre for Continuing Education, Ignatius Ajuru University Of Education

Abstract: *Management principles are systems of ideas or norms that managers use to guide their actions. It appears easy enough, but keep in mind that this is philosophical, which means there is always another layer. The extra layer relates to the meaning or reason why you would utilise such rules. This is significant because it creates a strong sense of purpose and motivation. A sound management concept offers the company direction and structure. In this management concept review, we looked at the history of management, specifically the six principles that have formed the foundation of modern management theory. We also discussed the roles and impacts of managerial span, departmentalization, line and staff authority, business leadership, and manager assessment. We are confident that a thorough comprehension of all of these principles will assist a practicing/aspiring manager in delivering his or her A-game in the administration or management of any organization.*

Keyword: Management Concepts, Organizational Behaviour, Organizational Structure, Business Leadership

INTRODUCTION

Management is a concept that has existed for thousands of years. The first forms of management date back to approximately 3000 years before Christ was born, when Middle Eastern clerics began keeping records of economic activities (Pindur et. al. 1995). Around 400 BC, Socrates asserted that management was a distinct talent from technical knowledge and skills (Higgins, 1991). According to Lloyd & Aho (2020), the Romans, famed for their legions of fighters commanded by Centurions, ensured accountability through the hierarchy of power, according to. Specific areas, a chain of command, and job descriptions were used to structure the Roman Catholic Church. Guilds, a gathering of workers and merchants, produced commodities created by hand ranging from bread to armour and swords during the Crusades during the Middle Ages, roughly from 476 AD to 1450 AD. Authority was held by the masters and flowed down to the journey men and apprentices, comparable to the Catholic Church's structure of control and power. These artisans were, in essence, tiny enterprises manufacturing items of uneven quality, poor production, and no need for management oversight beyond the proprietor or master craftsman.

Prior to the industrial revolution, there wasn't any "management" at all, which meant that activities like coordinating, planning, regulating, rewarding, and resource allocation were handled solely by the business owner. There was nothing that we would recognise as management practise outside of a few types of organisations, the church, the military, and a sprinkling of significant commerce, building, and agricultural endeavours (many of which were tragically dependent on slave labour) (McGrath, 2014).

The industrial revolution inspired a significant deal of discussion regarding management philosophy. Industrialization occurs in every country. It happened in the mid-nineteenth century in the United Kingdom. Immigrants from the United Kingdom took their expertise with them to Australia. In Australia, this spurred a comparable industrial revolution. The industrial revolution enabled businesses to develop to unprecedented sizes. Management no longer entailed directly supervising a few dozen people. During this time, massive enterprises with hundreds or thousands of employees arose. It was a watershed moment in management history, spawning many of the theories we use today. Furthermore, the industrial revolution resulted in the development of various new management ideas (Wood, 2018).

BASIC CONCEPT IN MANAGEMENT PRINCIPLES

Let's take a deeper look at management's history, particularly the six ideas that have served as the foundation for current management philosophy.

Frederick Winslow Taylor (Scientific Management Theory)

Frederick Winslow Taylor was a management consultant, efficiency specialist, and mechanical engineer. According to Rahman (2012), Taylor worked in the steel sector in various positions, and after being promoted, he became involved in supervising the work of other employees. Taylor grew interested in the process of labour after seeing the persons who worked for him. Taylor saw a trend of 'soldiering,' or slowing down work to a comfortable pace (Black & Moseley, 2011). He subsequently urged workers to pick up the pace in order to maximise output; however, the answer was constant slowdown, and he concluded that frightening workers would not assist speed up the process of maximising output. That was the start of a series of trials that led to findings concerning time and motion studies in an attempt to solve his personnel issues (Nethavhani, 2020).

As part of his work, Taylor established four management concepts. These are they:

- Determine the most effective approach to execute a task using scientific techniques.
- Keep track on employees' performance. This entails providing assistance to folks who aren't as productive as they should be.
- Assign employees to tasks that are appropriate for their abilities and motivation levels. Then, to achieve optimal efficiency, coach them.
- Managers must concentrate on strategic planning and professional development. Employees must concentrate on the job at hand.

Some of these ideas have not stood the test of time. The fourth, in particular, provides no opportunities for people to further their careers. Nonetheless, they address typical issues in the modern workplace. Most executives are looking for ways to improve their procedures. It is typical practise to keep track of employee performance. Nonetheless, they were distinct management philosophies than those in use at the time (Wood, 2018).

Henri Fayol – Administrative Management Theory

Henri Fayol's '14 principles of management' are popular among the many management ideas proposed by forerunners (Witzel, 2003). Henri Fayol was a French Engineer who lived from 1841-1925.

In 1900, Fayol became the director of the firm, which he eventually turned round to become the country's largest iron and steel industrial producer with over 10,000 employees (Uzuegbu & Nnadozie, 2015). Until 1918, Fayol was in charge of this mining firm (Pugh & Hickson, 2007). Henri Fayol presented the '14 principles of administration' in 1916 as a follow-up to his wealth of experience and succession of research endeavours, which eventually appeared in his book *Administration Industrielle et Générale* in 1917 (Fayol, 1917; Fayol, 1930).

Table 1. below shows an application of the 14 principles as proposed by Henry Fayol (Fayol H. , 1949) and their implication on today's library administration.

Figure 1. Fayol's 14 Principles of Management

Principles	Fayol's Proposition	Its Implications for LIC Managers
1	Division of work by specialisation	The job schedule of staff should not be rigid or static. In addition to their core or primary duties, staff should be able to perform other tasks within the organisation.
2	Centralize the organisations of power	Power and authority in any organization should be decentralized without undermining corporate cohesion. This will encourage the creation of new ideas and the harnessing of staff creativity.
3	Formal system of control over staff	The various informal groups within the workplace should be strengthened. For instance, trade unions and other staff groups can be brought on board to exert some influence and control over their members.
4	Staff report to only one head	Staff can report to more than one head and still harmonize directives to work successfully
5	One plan and one head for each plan	Multiple plans from one or more heads at a time is possible in order to advance corporate objectives.
6	Organisation interests first even if at the detriment of staff	The interests and welfare of the staff should not be overlooked. It is only where staff are motivated that they work whole-heartedly for the organisation's interests.
7	Deserving pay system	The pay system should be structured in such a way that the remuneration for workers is strictly performance- based.
8	Top management led decision making system	Creativity should not be stifled. Staff should be emboldened to initiate and implement policies relevant to their areas of specialization.
9	Vertical hierarchy and communication	Horizontal organizational structure and communication should be encouraged to the best interests of the organization
10	Arrangement of staff and things as suitable to management	The overall interests of the customer should be taken into consideration. Arrangement of staff and things as convenient for customers (users)
11	Fairness to staff to make them work more	Fairness to staff to give them a sense of belonging. The resultant feeling of appreciation makes them work harder
12	Recruit, train staff and encourage them to remain	Recruit self-made and experienced staff but sponsor them to on-the-job training on regular basis.
13	Top management conceive and implement new ideas	As much as possible, staff should be empowered to conceive and implement new ideas for the overall benefit of the organization.
14	Ensure high moral and unity among staff	Efforts should be made to ensure high morale and unity of purpose across various cadres of staff

Source: (Uzuegbu & Nnadozie, 2015)

Max Weber (Bureaucratic Management Theory)

According to the dictionary of human resources and personnel management; bureaucracy is a system of administration where an individual person's responsibilities and powers are strictly defined and processes are strictly followed (Ivanovic & Collins, 2006). Max Weber presents the notion of bureaucracy in the light of his belief that societal rationalisation is unavoidable (Pollitt, 2008).

Rationalisation aided the modernity endeavour by allowing the universal principles of reason to be applied to the solution of human issues, developing the capacity to adapt to unstable situations and handle the inherent complexity (Touraine, 1988). In a world that could be controlled, rational action would reduce uncertainty; rational calculations would limit uncertainty. Weber proposes two different theories of reason. Formal rationality is concerned with the means-end connection and the achievement of practical and irrefutable objectives by a precise assessment of the methods most suited to those purposes. Real rationality is concerned with reality's rising theoretical domination via increasingly precise and complex abstractions (Clegg, 1990).

Weber's bureaucratic theory argues for the following:

- At all levels of an organisation, meticulous record-keeping is required.
- Employees must have defined job duties in order to keep attention.
- There should be clear hierarchy in any organisation.
- Common methods are standardised.
- Employers must only hire people who are qualified for the position.

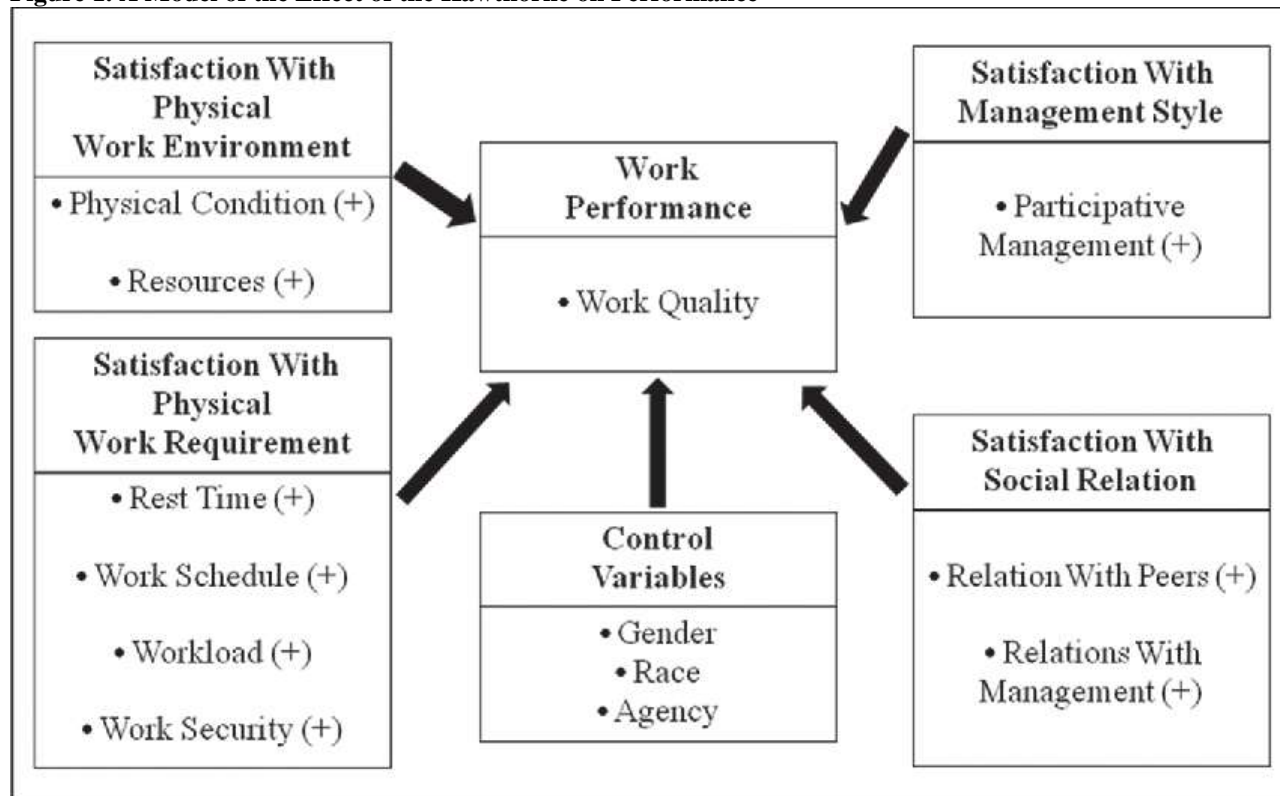
Weber hit on an essential facet of modern business with this last remark. He thought that hiring for fit entailed looking for workers with the right talents. We now have a much better understanding of recruiting methods. Hiring just on the basis of skills ignores a company's culture. If a new employee's personality clashes with your company's culture, they are unlikely to prosper. As a result, current management theory has expanded on Weber's concepts. Nonetheless, his work laid another crucial foundation for today's management ideas (Wood, 2018).

Professor Elton Mayo – Human Relations Management Theory

As interesting as the preceding arguments were, they failed to pique people's interest since they continued to believe that money was the most important factor influencing employee performance. Elton Mayo spent five years researching employees at the Western Electric Hawthorne Works in Chicago, focusing on workplace conditions and how they influenced productivity.

Before delving into the specifics of his research, it's critical to first grasp the concept of human interactions. "Human relations," according to Merriam-Webster, is the "study of human issues originating from organisational and interpersonal connections" (as an industry). Furthermore, Ivanovic & Collins (2006) defined human relations as a field concerned with social relations in the workplace, resulting in a management philosophy and style that emphasises teamwork and the importance of motivating employees, communicating with them, and providing opportunities for personal growth and development at work. They also defined 'human relations management' as management that prioritises excellent relationships and collaboration within a company.

Employees are motivated by relationships, according to his research. People become more productive when they operate as part of a team. The improvement was so noticeable that it was dubbed "The Hawthorne Effect." Mayo's work established the groundwork for today's management theories' emphasis on collaboration. He was the first to demonstrate that putting the appropriate individuals in the proper teams' increases production (Wood, 2018).

Figure 1. A Model of the Effect of the Hawthorne on Performance

Source: (Jung & Lee, 2012)

People want to have a sense of identity and belonging and relevance while being handled with worth and respect, according to research on human interactions in the workplace. If you treat an employee with that level of worth and respect, their individual quality of work will improve, allowing the business to function more effectively (Peek, 2020).

Ludwig von Bertalanffy – General System Theory

Systems theory was proposed in the 1940's by the biologist Ludwig von Bertalanffy and furthered by (Ashby, 1964). Von Bertalanffy was reacting to both reductionism and attempts to restore science's unity. He is widely regarded as the creator and primary author of comprehensive systems theory.

According to Von Bertalanffy (1968) a system is a collection of interconnected pieces that are exposed to and interact with their surroundings. Furthermore, they can develop with qualitatively new traits, implying that they are always evolving. When we talk about systems, we usually mean that they are self-regulating (they self-correct through feedback).

All systems, according to Von, are the sum of their components. In biology, you can see an example of this in your own body. Your organs, muscles, and bones, as well as everything else in your body, come together to form a whole. One organ or muscle cannot function on its own. However, the appropriate mix leads to a healthy physique. You might have seen how this relates to management theory. The General System of Ludwig von Bertalanffy has application in the workplace as well, because most businesses have many departments, each with its own set of employees. The organisation suffers if one section does not bear its weight. Even one individual who fails to execute their job correctly might have far-reaching consequences in some circumstances.

Douglas McGregor – X & Y Management Theory

As opined by Morse & Lorsch (1970), managers have been confronted with two opposing approaches to human resource management and organisation. The first, known as the classical school of organisation, emphasises the need of well-defined authority boundaries, clearly defined positions, and authority that is proportional to responsibilities. The second, known as the participatory method, emphasises the need of including organisation members in decision-making in order to increase their motivation.

Douglas McGregor distinguished between the assumptions about human motivation that underpin these two methods in his well-known "Theory X and Theory Y," to the following effect:

- People despise labour, according to Theory X, and must be forced, managed, and directed toward corporate goals. Furthermore, the majority of individuals desire to be handled in this manner in order to avoid taking responsibility.
- Theory Y: Goal Integration highlights the ordinary person's inherent interest in his profession, his desire to be self-directed and seek responsibility, and his ability to solve business problems creatively.

Of course, McGregor's conclusion is that the latter method to organisation is the better choice for managers (McGregor, 1960).

To summarise, each of these ideas has demonstrated great importance in modern corporate management methods, since they all form essential components of management's post-industrial history. Others researchers are still building on these giants' shoulders to develop a more efficient work process, foster cooperation to assist raise employee enthusiasm, and fulfil the organization's business goals.

SPAN OF MANAGEMENT

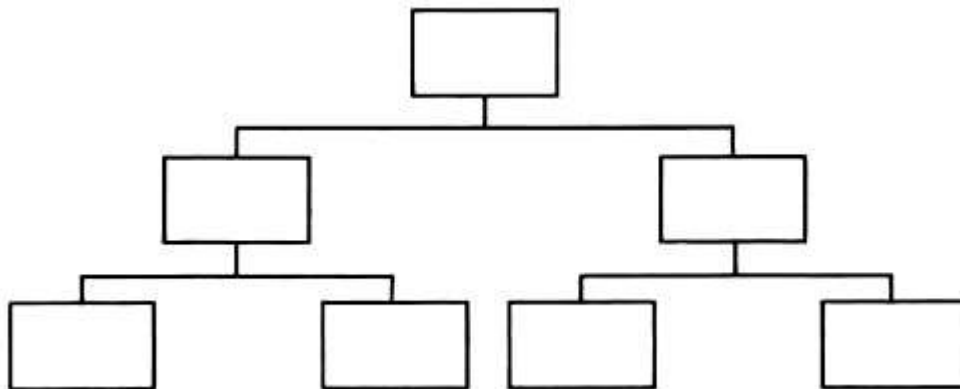
The span of management or span of control refers to the number of employees that a superior may effectively supervise. Management authors in the nineteenth and twentieth century's decided that a manager can effectively supervise 5 or 6 people at the higher level (Tanuja, 2016). Furthermore, Depending on the complexity of company processes and connections between superiors and subordinates, it's critical that superiors manage the right amount of subordinates to get the best results. One superior cannot handle all of the subordinates. There must be a limit to the number of subordinates that a single superior may efficiently supervise.

There are two types of organisational structures: tall structures and flat structures, which are based on the number of personnel that may be overseen or managed by managers.

Tall Structures

These arrangements can be seen in traditional bureaucracies. A manager can supervise fewer subordinates under this system. As a result, he has complete control over their actions. This results in a vast number of organisational levels. Narrow span of control is another name for this. This is how a towering building or a narrow control span appears.

Figure 2 Tall Structure Organogram of command



Source: Author

Table 2. Merits vs. Demerits of the Tall Structure

ADVANTAGES OF TALL STRUCTURES	DISADVANTAGES OF TALL STRUCTURES
Managers may keep a tight eye on their subordinates' actions.	It generates several layers in the organisational system, making coordination across levels more difficult.
Superiors and subordinates can communicate more effectively.	To oversee the subordinates, more supervisors are required. This raises the cost of overhead (salary etc.). As a result, it is an expensive structure.
It encourages supervisors and subordinates to form personal bonds.	The communication process is slowed when the gap between senior management and workers widens.
In a short period of time, subordinate control can be tightened.	Because there are so many tiers, making decisions gets complicated.

	<p>Employees function under the supervision of their superiors. The majority of decision-making is centralised. This limits employees' ability to be creative and inventive.</p> <p>Strict control lowers morale and reduces job satisfaction. This can have a long-term impact on productivity.</p>
--	--

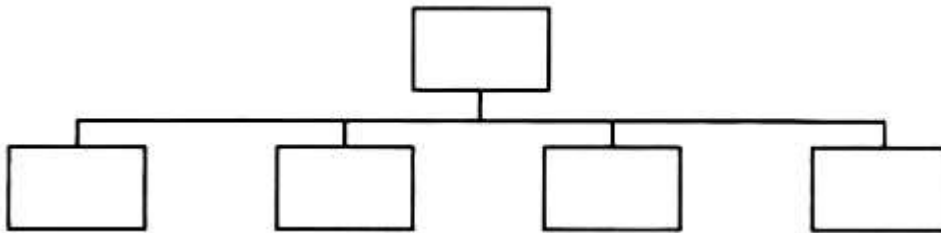
Source: Author

According to Peter Ferdinand Drucker; an Austrian-American management consultant, educator, and author whose ideas influenced the intellectual and practical underpinnings of the business organisations “The most prevalent and dangerous indication of organisational dysfunction is the proliferation of management levels. A fundamental organisational principle is to establish the fewest number of management levels and the shortest feasible chains of command.”

Flat Structures

These structures have such a broad control range. When a superior oversees a wider number of subordinates, a flat structure with fewer hierarchical levels is formed.

Figure 3. Flat Structure Organogram of command



Source: Author

Table 3 Merits vs. Demerits of the Flat Structure

ADVANTAGES OF FLAT STRUCTURES	DISADVANTAGES OF FLAT STRUCTURES
There is a reduced cost since fewer supervisors can oversee organisational operations.	Superiors cannot constantly closely monitor every employee's activity.
Superiors distribute authority to subordinates, resulting in an efficient decision-making process. They are free of regular tasks and may focus on strategic issues. The decision-making process is decentralised.	Managers may struggle to coordinate the activity of multiple subordinates at the same time.
Subordinates work efficiently because their superiors believe they are capable of doing so.	Subordinates must be taught so that dispersion of control has no negative impact on organisational productivity.
Because the number of layers is reduced, communication is more effective.	
It fosters senior management's creative ability.	

Source: Author

Both flat and tall structures have advantages and disadvantages, and determining the precise amount of employees that a manager can efficiently supervise is challenging.

Some studies have shown that flat structures offer better results because decentralised decision making allows for less top-down control and fosters initiative and job satisfaction. Because collective decision making is based on increased skill diversity, a large number of people in a group can better solve difficult issues. While other studies have shown that people who work in tall structures create better outcomes because fewer people in a group can reach an agreement and consider their decisions more carefully. Group cohesion is high, and as a result, commitment to choices is likewise high. Members are pleased with their choices, and disagreements are lessened.

DEPARTMENTALIZATION

To achieve an organization's shared aim, teams from several departments are formed. These have a number of employees who carry out similar operations for the benefit of the firm. It assigns persons to departments based on the duties and activities they will do. If you look at a corporate ladder, you will notice that all of the levels below the top and all of the ones beyond that have been departmentalized (Bhasin, 2021).

The practise of organising an enterprise's activities into various groups on the basis of administration at all levels is known as 'departmentation' or 'departmentalisation.' Administrative units formed in this manner may be identified as departments, divisions, units, branches, sections, and so on. The organising process is separating and categorising the tasks to be completed in a company and allocating different jobs and obligations to different employees. Departmentation can give the required level of specialisation of executive action for effective performance. It has the potential to simplify managerial activities within a reasonable time frame. It also serves as a foundation for senior management to coordinate and regulate the actions of departmental units (Sharma, 2015).

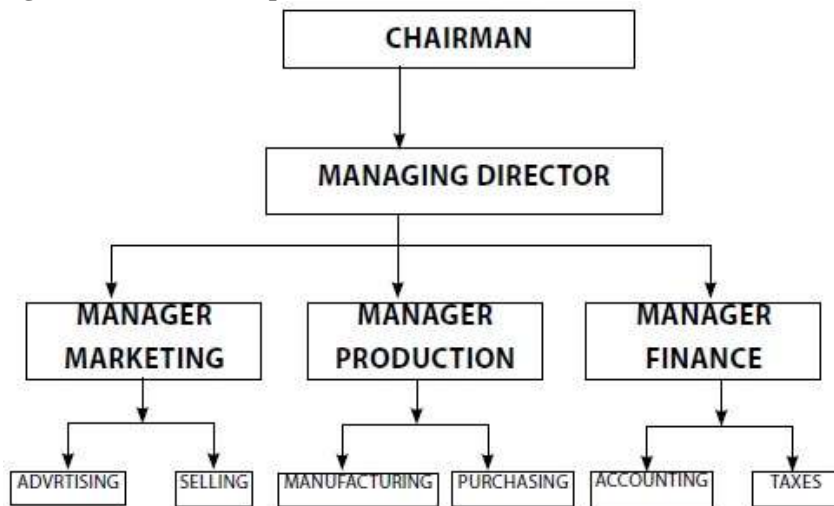
Types of Departmentalization

There are several sorts of departmentalization, each of which has set of benefits and drawbacks. It is critical to understand the various forms of departmentalization and what they entail in order to make the best selection for your firm.

Functional Departmentalization: This organisational structure's purpose is to organise activities into functional divisions. The organisation of the department is based on activities connected to each department member's job or expertise in this departmentalization technique. Companies can pursue economies of scale by utilising common skills or specialised knowledge across divisions that align well with the company's goals. According to (Brainkart, 2018), this is possibly the most reasonable and straightforward method of organisation. The process of developing organisational units based on the firm's principal operations is known as functional departmentation. It entails categorising employees based on the broad jobs they undertake. Normally, distinct departments are established for all of the company's essential activities. For example, in a manufacturing corporation, the operations critical to the company's survival include production, marketing, human resources, and finance. However, the core activity of non-manufacturing firms may differ. The essential areas in a transportation firm may include operations, sales, and finance. Thus, public utility companies such as energy, transportation, banking, insurance, and hospitals have different primary functional areas. Under functional departmentation, major or primary departments are developed along the important functional areas of the specific firm in all of these circumstances.

The key concept is to capitalise on specialisation. The diagram below depicts a typical functional structure with primary departments and subsidiary departments.

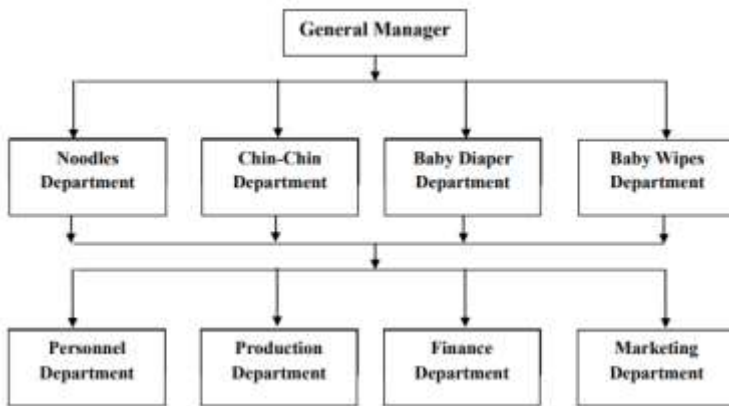
Figure 4. Functional Departmentalization



Source: (Brainkart, 2018)

Product Departmentalization: Product departmentalization arranges employees' by-products rather than functions. Each department is in charge of all elements of design and manufacturing for one or more goods. The major goal of having product/service departments is to focus on a specific product/service, raise the marketability of a related product or service, boost sales of that product, and eventually increase the firm's profit.

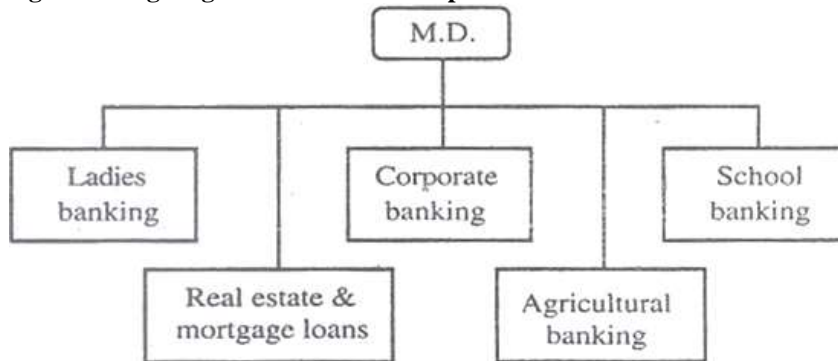
Figure 5. Organogram of Product Departmentalization



Source: Author

Customer Departmentalization: The firm is divided into client groups or segments through customer departmentalization. Each department has its own set of strategic goals, methods, and procedures for providing excellent service to clients in a certain area. This departmentalization technique has the advantage of keeping each department centred on serving a single consumer segment. Furthermore, because everybody is aiming toward the same objective, product development and manufacturing are likely to flow more smoothly than with alternative departmentalization models.

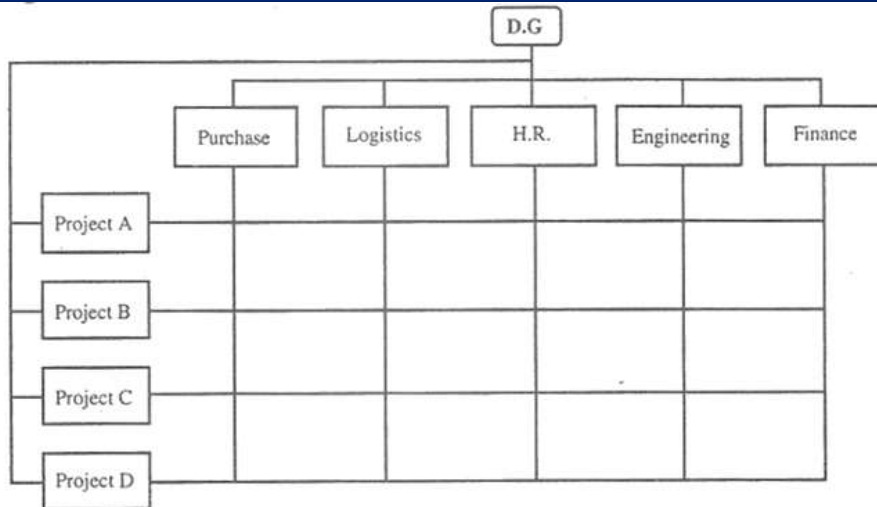
Figure 6. Organogram of Customer Departmentalization



Source: (Iedunote, 2017)

Matrix Departmentalization: Matrix departmentalization blends product and functional organisational frameworks. The organisation structures its personnel into product-based teams, with a team leader reporting to the functional manager as well as the product manager.

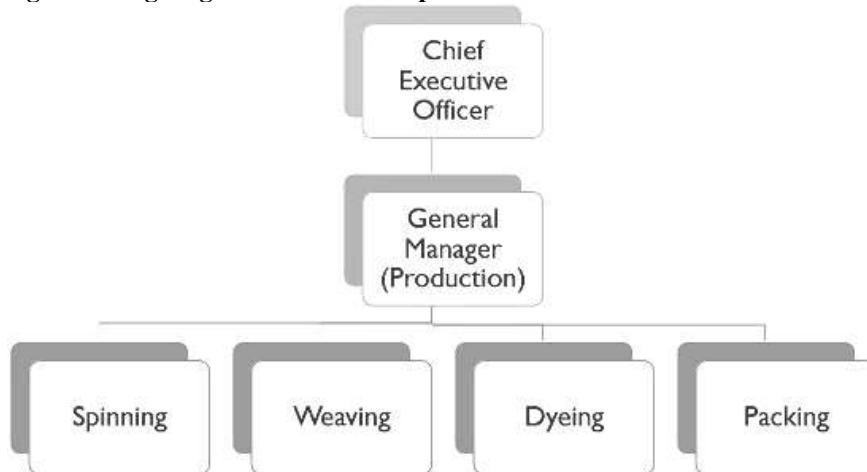
Figure 7. Organogram of Matrix Departmentalization



Source: (Iedunote, 2018)

Process Departmentalization: Process departmentalization is a method of categorising tasks based on their production processes. Departments under this sort of departmentalization require a labour and supplies to carry out activities. This is commonly used in manufacturing companies where items go through multiple phases before being finished. A corporation, for example, may include departments for cutting materials, assembling pieces, and packing. When a business wants to ensure that each member of the team understands what goes into their specialised duty, this form of departmentalization may be beneficial.

Figure 8. Organogram of Process Departmentalization



Source: (Jargons, 2018)

Divisional Departmentalization: When a company establishes autonomous lines of business that function as separate firms, all of which contribute to the corporation's profitability, this is referred to as divisional departmentalization. This expertise enables the organisation to create goods and services that are suited to the demands of each customer. It can also reduce product development cycles, which may be advantageous for firms handling numerous projects at the same time.

Figure 9. Organogram of Divisional Departmentalization



Source: (WordPress, 2022)

LINE VERSUS STAFF AUTHORITY

Authority refers to a particular authorization gained by a person from his superior officer, on the basis of which a person is granted the right to perform work in the organisation. It's a positional thing that comes with the territory. It is essential for management duties. Without authority, no one can do his or her job with complete responsibility. Sreemoyee (2020) defines the term "authority" as the institutionalised and legal power inherent in a work, function, or position that enables the job holder to successfully carry out his or her responsibilities. It refers to power that has been formally and legally assigned. It contains the authority to command a situation, commit resources, issue commands, and expect them to be carried out. It is accompanied with accountability for one's actions and inaction. Furthermore, genuine authority implies that the target acknowledges the authority.

The primary distinction between line authority and staff authority is that line authority depicts superior-subordinate interactions defined by decision-making ability, whereas staff authority refers to the right to counsel on increasing line employees' performance in fulfilling their tasks. Authority is associated with decision-making capacity, which is essential in every sort of organisation (Dili, 2017).

Table 2. Distinction between Line and Staff Authority

LINE AUTHORITY VS. STAFF AUTHORITY	
Line authority is the sort of authority that displays superior-subordinate interactions marked by decision-making capacity.	The right to counsel on how to improve the efficacy of line employees in fulfilling their tasks is referred to as staff authority.
THEIR RESPONSIBILITIES	
Line managers are in charge of leading, motivating, and overseeing personnel in order to achieve organisational goals.	The primary job of line staff is to give professional advice and assistance to line personnel in order for operations to run smoothly.
THEIR DEGREE SPECIALIZATIONS	
In line authority, the level of specialisation is minimal.	Staff authority demonstrates a high level of specialisation.
THEIR ENVIRONMENTAL ADAPTABILITY	
Line authority is best suited for small and medium-sized businesses.	Large-scale enterprises can benefit from increased staff authority.

Source: Author

On the above account Dili (2017) concludes that the distinction between line authority and staff authority is determined by the persons to whom the authority is given. Line authority is connected with decision-making power in normal operations, whereas staff authority is related with specialist work that gives help to line personnel. While line authority may be found in many sorts of organisations, staff authority can only be found in a few, particularly large ones.

LEADERSHIP

Given that there are different meanings of leadership, it implies that an organisation must have a clear vision of what leadership means and what it means to be a leader within that firm.

According to Amanawa (2022) a leader is someone who sees opportunities for improvement and inspires others to work toward that goal. Leaders may try to make their vision a reality while prioritising people. To be effective, leaders must be sympathetic and connect with others in addition to being able to encourage others.

Leadership has a clear cause and effect link on the performance of companies. Leaders establish ideals, culture, tolerance for change, and employee motivation. They influence institutional plans, as well as their execution and efficacy. Leaders may be found at every level of a business, not simply at the executive level. Successful leaders, on the other hand, have one characteristic in common. They encourage others around them to maximise the organization's resources, particularly its most important and expensive asset: its people.

Strong business leadership is an essential component of every successful corporation. A team of employees that are led by strong, talented individuals is considerably more likely to be productive than a team that is not. The term "business leadership" refers to how individuals make choices, strive for goals, and wield power in the workplace. A CEO or a few higher-level workers often coach and inspire the rest of the staff. The goal of business leadership is to find the best leadership model for a certain company and its employees.

APPRAISAL OF MANAGERS

Manager functions are the many duties that a manager plays in a company. A manager is responsible for everything that happens in the company and reports to upper management. The manager's seven key duties are as follows: planning, organizing, staffing, budgeting, controlling, directing/leading, coordinating, and reporting amongst other more specific functions.

Manager appraisal is the assessment of managers' performance in the workplace. Professionals carry out these evaluations in order to maximise production. Manager assessments are conducted by organisations to assist both managers and the firm in reaching a common ground and working toward the company's development. These evaluations are also used to determine promotions and wage increases (Indeed, 2021).

Types of Manager Appraisal

Manager evaluation may assist firms in determining the best method to enhance work, which affects customer happiness and business. Human resources (HR) departments typically create performance assessments as a means for employees to advance in their careers. They offer feedback on employees' job performance. It ensures that staff are managing and fulfilling the objectives that are required of them, as well as providing assistance on how to achieve them if they fall short (Hayes, 2021).

Table 3. Summary of the types of Appraisals

TYPE OF APPRAISAL	APPRAISAL FUNCTION
<i>Self Assessment</i>	People evaluate their work performance and conduct.
<i>Peer Assessment</i>	A person's co-workers or workgroup judge their performance.
<i>360° Assessment</i>	This includes feedback from a person, a supervisor, and peers.
<i>Target-oriented appraisal</i>	This is a goal-oriented strategy in which the reviewer and the management under evaluation develop goals jointly using the SMART method (Specific, Measurable, Achievable, Realistic and Time-sensitive). The reviewer then examines the manager's performance on a regular basis in relation to these aim goals.
<i>Conventional performance appraisal</i>	A traditional technique entails a review by senior employees. Companies frequently allocate these assessments to a certain senior member of management to guarantee consistency in examining standards. Professionals base their reviews on an examination of all available evidence of performance.
<i>Appraisal with Behaviourally Anchored Rating Scale (BARS)</i>	Many reviewers utilise BARS to grade the manager's performance. These assist reviewers in gathering data for a thorough examination. Because each manager is held to the same level of performance measurements, this method produces consistent outcomes.
<i>Cost-based Evaluation</i>	The cost of maintaining the employee in the firm is considered by the reviewers in this manner. This approach, often known as the cost accounting method, considers the manager's

	monetary contributions to the organisation. This enables the reviewer to judge if the manager is a financial asset to the organisation.
Future assessment appraisal	This approach, also known as psychological appraisal, focuses on the future assessment of an employee's potential by analysing soft skills such as emotional quotient and interpersonal abilities. Future evaluation assessments are carried out by psychologists. This is a useful strategy for businesses that want to understand about their managers' complete potential rather than simply their current performance. Future evaluation assessments are also useful instruments for team building.

Source: Compiled by Author

Writing concise and positive language can make a difference when writing an assessment. To make the assessment simpler to read, utilise short phrases and emotive language. Consider using internet applications to help you spot typical errors.

ADMINISTRATION AND MANAGEMENT

It may appear that both phrases, administration and management, have the same meaning, yet there is a distinction between the two. Administration is the science of deciding an organization or firm's policies and objectives, whereas management is the act of putting those policies and objectives into action.

According to Olivia (2010) administration is a determining function, whereas management is an executive function. It is executive in the sense that it carries out the administration's goals and policies, which are outlined in the constitution. Top-level activity governs administration, whereas middle-level activity governs management. Administration is made up of top-tier people who have contributed to the capital and are partners in the enterprise or organisation. Management is made up of a collection of managers who demonstrate their ability to put the organization's goals into action. In a nutshell, management is directly under the supervision of administration, or administration controls management.

MSG (1999) explained that the distinction between management and administration may be divided into two categories: Function and Usage/Application.

Table 4. Difference in Function of Management and Administration

BASIS	MANAGEMENT	ADMINISTRATION
Meaning	Management is the act of getting things done via people by guiding their efforts toward predetermined goals.	It is focused with the development of consistent quality, strategies, and policies.
Nature	Management is a function that executes.	Administration is a function that makes decisions..
Process	Management determines who does it and how he does it.	Administration determines what must be done and when it must be done.
Function	Management is a performance function since managers oversee the completion of tasks.	Administration is a cognitive function since it determines plans and policies.
Skills	Technical and interpersonal abilities	Human and conceptual abilities
Level	Functions in the middle and lower levels of organizational structure	Top/High-level function of organizational structure

Source: Compiled by author

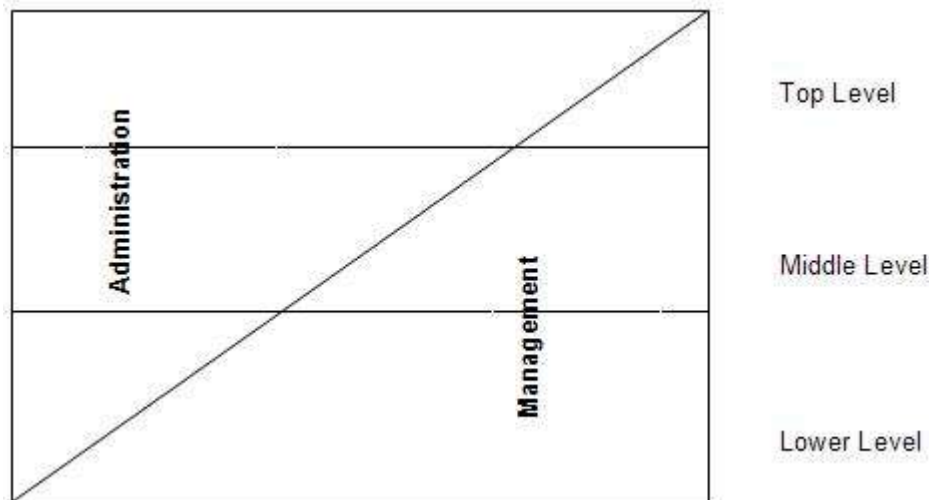
Table 5. Difference in Usage/Application of Management and Administration

BASIS	MANAGEMENT	ADMINISTRATION
<i>Applicability</i>	It is relevant to commercial enterprises, i.e. profit-making organizations.	It is applicable to non-commercial entities such as clubs, schools, and hospitals.
<i>Influence</i>	Management choices are impacted by the managers' values, attitudes, beliefs, and decisions.	Public opinion, government policies, religious groups, customs, and other factors all have an impact on the administration.
<i>Status</i>	Management is made up of the organization's personnel who are compensated (in the form of wages & salaries).	The administration represents the enterprise's owners, who receive a return on their investment and earnings in the form of dividends.

Source: Compiled by Author

In practise, there is no distinction between management and administration. As seen in Figure 10, every manager is responsible with both administrative and operational management functions. However, higher-level managers spend more time on administrative functions, whereas lower-level managers spend more time on guiding and supervising worker performance (MSG, 1999).

Figure 10. Degree of Administration and Management



Source: (MSG, 1999)

CONCLUSION

In a nutshell, management principles are the activities that plan, organise, and control the operations of the basic elements of people, materials, machines, methods, money, and markets, providing direction and coordination, and giving leadership to human efforts, in order to achieve the enterprise's desired objectives.

Budgeting, designing, marketing, developing, financing, accounting, and artistic presentation all require managers; the larger the business, the more managers are necessary. Everyone who works in a company is influenced by management concepts, procedures, rules, and practises since they are a leader or a subordinate to a manager, and most of the time they are both (Hero, 2020).

Reference

Amanawa, D. (2022). *Emotional intelligence in business leaders: A tool for workforce motivation*. International Journal of Academic Management Science Research (IJAMSR), 24-31.

Ashby, R. W. (1964). *Introduction to Cybernetics*. London: Routledge Kegan & Paul.

Bertalanffy, V. (1968). *General System Theory: Foundations, Development, Applications*. . New York: George Braziller.

- Bhasin, H. (2021). *Departmentalization: Meaning, objectives, types, examples & advantages*. Marketing 91.
- Black, A., & Moseley, J. (2011). Frederick Winslow Taylor: One hundred years of managerial insight. *International Journal of Management*, 346-353.
- Brainkart. (2018). *Functional departmentation - Organisation structure and design*. Retrieved from BrainKart, LLC.: <http://arts.brainkart.com/article/functional-departmentation---organisation-structure-and-design-403/>
- Clegg, S. (1990). *Modern organizations: Organization studies in the postmodern world*. London: Sage.
- Dili. (2017). *Difference between line authority and staff authority*. Difference Between.
- Fayol, H. (1917). *Administration industrielle et générale; prévoyance, organisation, commandement, coordination, controle*. Paris: H. Dunod & E.Pinat.
- Fayol, H. (1930). *Industrial and general administration*. London : Sir Isaac Pitman & Sons.
- Fayol, H. (1949). *General and industrial management*. London : Sir Isaac Pitman & Sons.
- Hayes, A. (2021). *Performance appraisal*. Retrieved from Investopedia: <https://www.investopedia.com/what-is-a-performance-appraisal-4586834>
- Hero, C. (2020). *Introduction to principles of mananagement: Module 1*. Course Hero, Inc.
- Higgins, J. (1991). *The Management Challenge: An Introduction to Management*. New-York: Macmillan .
- Iedunote. (2017). *Departmentalization of organization by customer group*. Retrieved from iEduNote: <https://www.iedunote.com/departmentalization-of-organization-by-customer-group>
- Iedunote. (2018). *Matrix departmentalization – definition, advantages, disadvantages*. Retrieved from iEduNote: <https://www.iedunote.com/matrix-departmentalization>
- Indeed. (2021). Manager appraisals: Definition, benefits, tips and more. *Indeed Career Guide*, 1.
- Ivanovic, A., & Collins, P. (2006). *Dictionary of Human Resources & Personnel Management*. London: A & C Black Publishers.
- Jargons, B. (2018). *Departmentalization*. Retrieved from Business Jargons Business Encyclopaedia: <https://businessjargons.com/departmentalization.html>
- Jung, C. S., & Lee, S. (2012). The Hawthorne Studies Revisited: Evidence From the U.S. Federal Workforce. *Administration & Society*, SAGE, 4.
- Lloyd, R., & Aho, W. (2020). *An Essential Guide to Management Principles*. Kansas: FHSU Digital Press.
- McGrath, R. G. (2014). *Management's Three Eras: A Brief History*. Retrieved from Harvard Business Review: www.hbr.org/amp/2014/07/managements-three-eras-a-brief-history
- McGregor, D. (1960). *The Human Side of Enterprise*. New York: McGraw-Hill Book Company, Inc.
- Morse, J., & Lorsch, J. (1970). *Beyond Theory Y*. Retrieved from Harvard Business Review: www.hbr.org/amp/1970/05/beyond-theory-y
- MSG. (1999). *Management and administration*. Management Study Guide.
- Nethavhani, M. (2020). *The contributions of Fredrick Taylor to Management Science, including the criticism of his views as they affect the worker*. Looking at the "Principles of Scientific Management" and its impact on management practices today. *Research Gate Publications* .
- Olivia. (2010). *Difference between administration and management*. Difference Between.
-

- Peek, S. (2020). *Human Relations Management Theory Basics*. Retrieved from Buisness.com: www.business.com
- Pindur, W., Rogers, S., & Kim, P. (1995). The history of management: a global perspective. *Journal of Management History*, 59-77.
- Pollitt, C. (2008). Bureaucracies remember, post-bureaucratic organizations forget? *Journal of Public Administration* , 198-218.
- Pugh, D., & Hickson, D. (2007). *Great writers on organisations: The third omnibus edition*. Farnham, United Kingdom: Ashgate Publishing .
- Rahman, M. H. (2012). Hendry Fayol and Frederick Winslow Taylor’s contribution to management thought: an overview. . *Journal of Advanced Research*, 2304-2621.
- Sharma, P. (2015). *Departmentalisation : Meaning, need and types*. Your Article Library.
- Sreemoyee, M. (2020). *Authority in management*. Business Management Ideas.
- Tanuja, A. (2016). *Span of management: Meaning, factors and theory*. Business Management Ideas.
- Touraine, A. (1988). Modernity and cultural specificities. *International Social Science Journal*, 443-457.
- Uzuegbu, C., & Nnadozie, C. O. (2015). Henry Fayol’s 14 Principles of Management: Implications for Libraries and Information Centres. *Journal of Information Science Theory and Practice*, 58-72.
- Witzel, M. (2003). *Fifty key figures in management*. London: Routledge.
- Wood, S. (2018). *Where it All Began: The Origin of Management Theory*. Retrieved from Great Managers : www.greatmanagers.com.au
- WordPress. (2022). *Departmentalization structure*. Retrieved from <https://gm600b.files.wordpress.com/2013/06/image-1.png>