

and friendship to the employees is very necessary for ensuring employees' faithfulness towards the organization.]

### Stability of Tenure of Personnel

Managers should strive to minimize employee turnover. Personnel planning should be a priority. [This refers to ensuring that employees are not too often changed or replaced. This will help avoid instability creeping into the organization and becoming a potent cause of its failure.]

### Initiative

Employees should be given necessary amount of freedom to create and carry out plans. [When administrators themselves take good initiatives and encourage subordinates to follow suit, the progress and prosperity of the organization looks up. Legitimate freedom to each employee to take decisions in crucial situations promotes higher confidence among workers.]

### Esprit de Corps

Organizations should strive to promote team spirit and unity. [The whole organization must be made to work as a well-oiled machine. Collective effort and co-operation are a key to success, and diametrically opposite to 'divide and rule' policy.]

In the early part of the twentieth century, the management concept had had a quantum jump with Frederick Winslow Taylor's scientific management based on classical approach. The four fundamental principles which Taylor (1911) saw underlying the scientific approach to management read as follows:

1. Replace rule-of-thumb work methods with methods based on a scientific study of the tasks. The traditional is good only when it does not clash with scientific procedures and contains something valuable.
2. Scientifically select, train, and develop each worker rather than passively leaving them to train themselves. Application of the principles of proper division of labour and right man at the right place can solve many difficult human resource problems, and ensure individual development in all its basic and allied aspects.
3. Cooperate with the workers to ensure that the scientifically developed methods are being followed. The old concept of oppression on employees must change. Organizations function best when co-operation and co-ordination are at their best in an organization.
4. Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

## Theories of Management

No matter how it is defined, management, for that matter individuals who



are entrusted with the responsibility of managing things especially the human resources, have to deal with human beings whose behaviour cannot be reduced to any cut-and-dried formulae. Expert believe that management is a science on the one hand and an art on the other - a science because there are definite rules and procedures to be followed strictly in running the businesses, organizations, institutions and organizations; an art (a skillful one) to handle human beings, who are intelligent, complex, and often unpredictable behaviorally. There are different ways to human nature, behaviours, and deal with the humans - be it in business, industry, education, science, research, or sport. The wide variety of general rules and procedures that guide the managers to manage organizations and get work out of people under them are often tentatively organized into theories. Management theories (a set of general guiding rules) are concepts surrounding recommended management strategies, which may include tools such as frameworks and guidelines that can be implemented in modern organizations. These are visions of different ways to run a business (an organization, an endeavour or an institution) based on differing assumptions about how people and systems operate. They are an explanation to assist employees to effectively relate to the business goals and implement effective means to achieve the same.

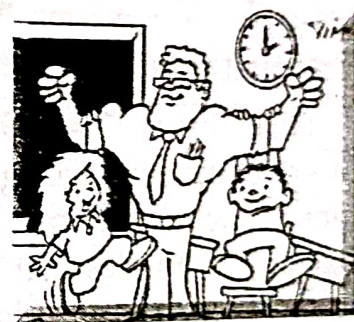
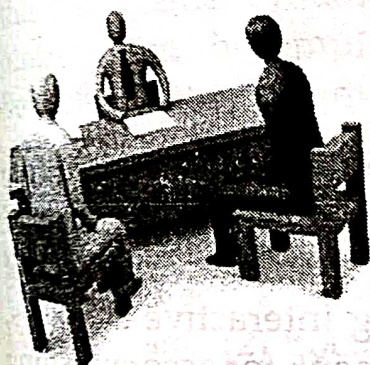


Fig. 10.2: Management Game - more difficult than chess,  
but more fun to watch

Prevalent today are several theories of management of which some are old, some scientific and some modern in their outlook and application. A few of them gained more prominence than others across the globe e.g. Theory of Scientific Management, Administrative Management Theory, Bureaucratic Theory of Management, and Behavioral Theory of Management (Hawthorne Effect). Interestingly, several basic principles and procedures underlying them seem to be more or less similar.

### Theory of Scientific Management

Known as the father of scientific management, Frederick Taylor (1911), he came out with a management theory which aimed improving economic efficiency, especially labor productivity. Taylor had a simple view about, what motivated people at work, - money. He felt that, workers should get a, fair day's pay for a fair day's work, and that pay, should be linked to the amount produced.



According to Taylor, scientific management refers to conducting organizational activities strictly as per rules through standardized tools, methods and trained personnel in order to increase output, effect economy, reduce costs and check wastage. It means "knowing exactly what you want your men to do and seeing that they do in the best and the cheapest way." He, therefore, introduced the *differential piece rate system*, of paying wages to the workers. This Plan (system) is based upon two important assumptions: (1) If Efficiency is greater than the defined Standard then workers should be paid 120 % of Normal Piece Rate; and (2) If Efficiency is less than standard then workers should be paid 80% of Normal Piece Rate.

The scientific management theory is based on the four basic principles:

- *Time and motion study*: Study the way jobs are performed and find new ways to do them.
- *Teach, train and develop the workman* with improved methods of doing work. Codify the new methods into rules.
- *Interest of the employer and the employees* should be fully harmonized so as to secure mutually understanding relations between them.
- *Establish fair levels of performance* and pay a premium for higher performance.

### Administrative Management Theory

Henri Fayol (1841-1925) has been the most influential contributor to the concept of modern management. For him, management is a process (a course of action, a method of operation) of getting things done - a systematic network of functions. It implies that managers use a set of on-going interactive activities, commonly known as the underlying processes of management, for accomplishing the goals and objectives of their respective organizations, departments, or work units. He put himself in his manager's shoes and imagined what situations they might encounter when dealing with their team. According to him, management, in general, has six responsibilities as regards managing of employees; they are: (1) Organize, (2) Command, (3) Control, (4) Coordinate, (5) Plan, and (6) Forecast. With these responsibilities in focus, Fayol developed principles of administration (numbering fourteen as explained above) that influence how managers should lead their teams, and which continue to be the guiding light of the business management system even today.

### Bureaucratic Theory of Management

Max Weber took a more sociological approach while developing his bureaucratic management theory, and by building its edifice on Taylor's principles of scientific management. While Taylor applied these principles to production systems, Weber applies them to human resources management as well. He made a distinction between authority and power and believed that power educates obedience through force or the threat of force which induces individuals to adhere



to regulations. According to Max Weber, there are three types of power in an organization: (1) Traditional Power, (2) Charismatic Power, and (3) Bureaucratic Power or Legal Power. Bureaucratic management theory stresses clearly designated roles for employees and management based on hierarchies that streamline authority and make it clear who is in charge and who is not.

The seven prominent features of bureaucracy, according to Weber, are: (1) clear division of labour, (2) formal hierarchical chain of command, (3) selection based on technical expertise, (4) management by rules, (5) accurate record keeping, (6) the only importance of legal power (consistent regulations), and (7) formal and impersonal relations. Weber's theory, under all circumstances, cannot be reduced simply to a mechanical, systematized approach to managing human beings. Weber also wrote about the dangers inherent in unchecked hierarchical bureaucracy and stressed the role of emotion in a business landscape dominated by technology.

### Behavioural Theory of Management (Human Relations Theory)

Elton Mayo, a management professor, developed the Human Relation Theory, also called Hawthorne Effect management during 1930s-1940s. According to this management theory, the necessary condition for receiving optimum quality output from the employees is to provide them with all the adequate needs. Believing in the dictum *A happy worker is a good worker*, Mayo argued that workers' satisfaction that results from proper working conditions and other facilities (adequate light, healthy diet) is a pre-requisite for high performance from them. The framework of Hawthorne Effect management style was based on two important beliefs: (1) People are not the rational and economic beings assumed by classical theorists; and (2) Social interaction is important and people work well if they feel valued. The Hawthorne Effect principle argument implicitly uses the fundamental truth *man is the measure of all things, satisfy him*. Satisfaction makes people work the best in a given circumstance and give out the best in terms of performance. Mayo he summarized his theory thus: "Employees will respond positively to any novel change in work environment like better illumination, clean work stations, relocating workstations etc. Employees are more productive because they know they are being studied."

### Systems Theory

Primarily a biologist, Ludwig von Bertalanffy (1901-1972) developed the general systems theory (GST) on the premise that a system is composed of interacting elements that are affected by their environment. Because of this interaction, the system as a whole can evolve (develop new properties) and self-regulate (correct itself). When applied to business, this theory becomes *systems management* and offers an alternative approach to the planning and management of organizations. The theory proposes that businesses, like the human body, consists of multiple components that work harmoniously so that the larger system



can function optimally. Hence, the success of an organization depends on several key elements, prominent among them being:

- **Entropy:** This refers to the tendency for a system to run down and die (a thing to be avoided in business).
- **Synergy:** This means working together i.e. the parts can produce something greater than those same parts could produce on their own.
- **Subsystem:** The whole (your business) is built on subsystems, which themselves are built on yet more subsystems.

This management theory is especially effective for recognizing and leveraging the particular patterns that a company's operations follow, this theory looks for holistic patterns in scientific and metaphysical contexts, and the management approach to systems theory aims for achieving an integrated and balanced whole in business as well.

### Contingency Management Theory

Fred Fiedler propounded contingency management theory. It emphasizes that no one management approach suits every organization for several external and internal factors will ultimately affect the chosen management approach. The theory identifies three variables that are likely to influence an organization's structure: the size of an organization, technology being employed, and style of leadership.

In Fiedler's view, the traits of a leader were directly related to how effectively he led, and there is a set of leadership traits handy for every kind of situation. It means that a leader must be flexible enough to adapt to the changing environment. The contingency management theory can be summed up thus:

- There is no one specific technique of managing an organization.
- A leader should be quick to identify the particular management style suitable for a particular situation.
- The primary component of the contingency theory is LPC - the least preferred co-worker scale. LPC is used to assess how well oriented a manager is.

### Classical Management Theory

This is based on the idea that employees only have physical needs, which can be satisfied with money. So, the sole focus of the theory is on the economics of organizing employees at the cost of the personal and social needs that influence employees' job satisfaction. The key principles of the Classical Management Theory include: (1) Profit maximization, (2) Labour specialization, (3) Centralized leadership, (4) Streamlined operations, (5) Emphasis on productivity, (6) Single-person or select-few decision making, and (7) Priority to the bottom line. When put into practice, these principles create an "ideal" workplace based on a hierarchical structure, employee specialization, and financial rewards.



The theory establishes an administrative hierarchy that exerts control over decisions and the direction company takes. The whole thing revolves around the idea that employees will work harder and be more productive if they are rewarded in larger and larger increments (via wages or benefits). The three principles which manager can use productively in the 21<sup>st</sup> century to improve employee's lot include; (1) Clear managerial structure, (2) Division of labour, and (3) Clear definition of employee roles.

### Modern Management Theory

Modern management theory developed as a direct response to classical management theory takes cognizance of the rapid change occurring in the business and complexities resulting therefrom as an aftereffect of technological developments. The combination of scientific and social variables creates a dual-pronged approach to management, organization, and decision-making. The modern management theory emphasizes:

- Using mathematical techniques to analyze and understand the relationship between managers and employees.
- That employees don't work for money alone (in contrast to Classical Management Theory): instead, they work for happiness, satisfaction, and a desired lifestyle.

The theory also embraces the idea that people are complex. Their needs vary over time, and they possess a range of talents and skills that the business can develop through on-the-job-training and other programmes. At the same time, management can use mathematical techniques such as statistical, cost, revenue, and return-on-investment (ROI) analysis to make rational decisions unaffected by emotion.

### Scope of Management in Physical Activity and Sports

#### Activity and Sport Management Spectroscope

Some people neither find nor even accept any distinction between physical education and sport, whereas others categorize them as separate (unrelated) spheres. The realistic situation, however, is that by objectives, physical education and sport might be distinct disciplines with clearly demarcated boundaries, from the viewpoint of operational and functional procedures, the distinction between the two seems preposterous and un-called for. As a matter of fact, the resources, facilities, wherewithal, personnel, infrastructure, etc., required to conduct and organize academic activities and field performances (acquiring skills, training athletically talented students, organizing activity contests) in the two spheres have the same meaning. There is nothing in these processes that makes physical education and sport strangers to each other. On this account alone, the term sport management is comprehensively applied to managerial processes in sports