

MANAGEMENT AND ADMINISTRATION: CONCEPTUAL CLARIFICATION OF MANAGEMENT AND ADMINISTRATION

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ABSTRACT

This paper focused on the concept of management and the functions of management. The paper sees the manager as those that perform the functions of planning, organizing, directing, staffing and controlling. The paper also looked at different definitions of management from different authors and also explain the different discipline in management. The conclude that the managers who are working on the topmost level are said to be the part of administration whereas the managers working on the middle or lower level represents management. Therefore, from this conceptual perspective, we can say that administration is above management.

Keywords: Management, Administration, Conceptual, Clarification

INTRODUCTION

Every organization has people at the helm of affair. Depending on the type of the organization, sometimes they are called leaders, executives, caretakers, administrators and managers. In business organizations, such people at the helm of affairs are mostly referred to as managers. They are the decision-makers, supervisors and the people that make things happen. Managers in any organization perform management functions of planning, organizing, directing, staffing and controlling. They carry out the management functions by utilizing other en and materials in the organization to achieve the organizational objectives. We are going to look at the following sub-hands; definition of management, management as a process, management as a discipline, management as a noun, objectives of management function of management, administration, function of administration, differences between management and administration and comparison. Humans have unlimited wants but the resources are very limited in supply. Complete satisfaction is very important for the smooth functioning of the society. Thus, these resources have to be managed by humans in such a way that it will satisfy all their wants. Thus, to manage all resources available in such a way that it gives complete satisfaction to human beings is nothing but management. The term 'management' has been used in different ways by different scholars. Sometimes it refers to the process of planning, organizing, staffing, directing, coordinating and controlling resources for achievement of set goals. At other times it is used to describe it as a function of managing people. It is also referred to as a body of knowledge, a practice and discipline. There are some who describe management as a technique of leadership and decision-making while some others have considered management as an economic resource, a factor of production or a system of authority. According to Follett "management is the art of getting things done through others." According to Mooney and Railey "Management is the art of directing and inspiring people." Management not only directs but motivates people in the organization for getting their best for obtaining objectives. According to Henry Fayol "to manage is to forecast and plan, to organize, to command, to co-ordinate, and to control." Fayol described management as a process of five functions such as planning, organizing, commanding, coordinating and controlling. Follett describes management as an art of directing the activities of other persons for reaching enterprise goals. It also suggests that a manager carries only a directing function. According to McDaniel and Gitman (2008) management is the process of guiding the development, maintenance, and allocation of resources to realise the objectives of an organisation. In summary it appeared that most management theorists regarded management as a process. It implied that management can be regarded as the process of planning, organising, leading and controlling an organisation's

human, financial, physical and informational resources in order to realise predetermined organisational objectives in the most efficient manner.

Drucker (1999) emphasised that, management must focus on the results and performance of the organisation. Indeed the first task of management is to define what results and performance are in a given organisation – and this, as anyone who has worked on it can testify, is in itself one of the most difficult, one of the most controversial, but also one of the most important tasks. It is therefore the specific function of management to organize the resources of the organisation for results outside the organisation. Hainmann conceptually views management to involved three interrelated factors as thus; Management as a process, management as a discipline and management as a noun. Looking at the concept individually base on Hainmann perspective is presented as follows:

MANAGEMENT AS A PROCESS

Management as a process includes planning, controlling, coordinating, motivating, and staffing. All these are interrelated sequential functions. Thus, management is the efforts of the members of the organization to accomplish the organizer's objectives.

MANAGEMENT AS A DISCIPLINE

As a discipline, management is a specific branch of knowledge which is studied in campuses and schools like economics, sociology, mathematics, political science etc. Experts and researchers feel that, the information gained through this discipline helps in practical life for better functioning thereby increasing the scope of management as a discipline.

MANAGEMENT AS A NOUN

The word management itself is a noun. There are various kinds of employees in an organization, where some are involved in managerial function and some are involved in operating functions. The individuals who manage the organization and departments are called as managers. In the field, as a noun the term management is used as single name of managers, board of directors, managing directors, departmental managers etc. Thus, management involves conceiving, initiating and bringing together the various elements; coordinating, integrating the diverse components in the organization while sustaining the feasibility of the organization towards some pre-determined goals. Therefore, it is an art of getting things done through and with the people in formally organized groups.

OBJECTIVES OF MANAGEMENT

Proper Utilization of Resources: The main objective of management is to use the available resources of the enterprise in a most economical and efficient way. The proper use of human and material resources will help a business to earn profits to satisfy various interests. In any business, the owners will want more returns on their investments while employees, customers and public will expect a fair deal from the management. All these interests will be satisfied only when the resources of the business are judiciously utilized.

Improving Performance: Management should aim at improving the performance of each and every factor of production. The environment should be so congenial that workers are able to give their best.

Mobilizing Best Talent: The management should employ persons in various fields so that, better results are possible. The better pay scales, proper facilities, future growth plans will attract more people in joining the organization.

Planning for Future: The management should not feel satisfied with today's work if it has not planned for its future. The future performance should depend upon the present planning. Thus, planning for future is essential to help the organization grow.

FUNCTION OF MANAGEMENT

Managerial functions are seen as interrelated and interdependent and are generally performed in all managerial organizations regardless of the type of the enterprise. It should be emphasized that these functions are performed at all levels of the management's pyramid in varying degrees. Management is a social process involving responsibility for economical and effective planning and regulation of operation of an enterprise in the fulfilment of given purposes. It is a dynamic process consisting of various elements and activities. These activities are different from operative functions like marketing, financing, purchases etc. Rather, these activities are common to each and every manager irrespective of his level or status in the managerial strata.

Functions of management are as follows:

- i) Planning
- ii) Organizing
- iii) Staffing
- iv) Directing
- v) Controlling.
- vi) Decision making.

1. PLANNING: Planning involves deciding on a course of action. It is the process of setting future objectives and of specifying the requirements and methods of achieving those objectives in accordance with exact target of cost and time. It involves selecting from alternative courses of action for the organization. It is important to stress that planning is future oriented and must essentially exist within a time frame. Planning begins with setting of objectives, implementing policies and detailing the set goals.

It deals with checking out a future course of action and deciding in advance the most appropriate course of actions for achievement of predetermined goals. It covers deciding on what to do, when to do it, how to do it, where to do it, and who to do it.

2. ORGANIZING: Organizing is a process of concretizing planned objectives by establishing structural relationships (expressed as jobs and departments, which will enable its employees to achieve the set objectives. It is the means by which managers coordinate human and material resources within the formal structure of tasks and authority. This will enable management to effectively staff and allocate other resources that are needed to carry out its activities.

It entails dividing an organization's work into convenient departments, sections, tasks or duties, grouping such department/duties in the form of posts, delegating authority to each department/post, and appointing qualified staff to the department/post so as to achieve good results as planned. This is to say that organization function involves classifying and dividing work activities into management units.

3. STAFFING: The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the personnel to fill the roles assigned to the employees/ workforce. The main purpose of staffing is to put the right man on the right job.

In the management of organization, staffing is the set of activities aimed at attracting and selecting individuals for positions in a way that will facilitate the achievement of organizational goals. The staffing function involves a wider range of activities, such as recruitment, training and development, compensation and separation etc (Ude, 2011). It covers all area of recruitment, selection, placement, training, development, remuneration, performance appraisal, promotions and transfer.

4. DIRECTING: The directing function of a manager entails motivating, communicating, guiding, and supervising subordinates or employees to ensure they do the jobs assigned to them so that organizational objectives are achieved. It is considered life-spark of the enterprise which sets in motion the action of the people because planning, organizing and staffing are the preparations for doing the work.

The managerial function of directing is thus, the most difficult and complex since it involves communicating, motivating and leading human beings with complex nature, diverse aims and aspirations from different environment. It is therefore an interpersonal aspect of managing by

which subordinates are made to understand and contribute effectively and efficiently to the attainment of the organizational objectives.

5. **CONTROLLING:** Controlling consists of verifying whether everything occurs in conformities with the plans adopted, instructions issued and principles established. Controlling ensures that there is an effective and efficient resource so as to achieve the planned goals. That is why Abba, Anazodo and Okoye (2004) opined that control signifies a procedure for measuring performance against objectives.

Therefore in controlling, management is not only concerned with the measuring of performance against standard, but also assesses the performance to see if there are deviations or exceptions from the original plan. The reasons for the deviation are sought so that appropriate corrective action(s) could be taken. Controlling is a management activity undertaken to ensure that outcomes and consistent with planned organizational objectives. It involves setting standards, measuring performance against standards, feedback of results and correcting deviation from standards.

6. **DECISION MAKING:** Decision making is all about purposeful choosing from a number of alternative courses of action to grow, sustain and achieve the organization's objectives. In deciding which alternative to choose, the manager will need all the information that are relevant to the decision, and therefore follow certain criterion on the basis of which he can choose the best alternative.

A manager plans, organizes, staffs, directs and controls her team by executing decisions. The effectiveness and quality of those decisions determine how successful a manager will be. Therefore, decision making is a process of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary actions.

ADMINISTRATION

Administration is basically concerned with the formulation of the objectives, plans and policies. A good administration in place will ensure the success of an enterprise. The administration is a systematic process of administering the management of a business organization, an educational institution like school or college, government office or any non-profit organization. The main function of administration is the formation of plans, policies, and procedures, setting up of goals and objectives, enforcing rules and regulations, etc. According to Haimann and Scot (1974) in Armando, (2013), administration means overall determination of policies, setting of major objectives, the identification of general purposes, and laying down of broad programmes and projects". Newman "Administration means guidance, leadership and control of the efforts of the groups towards some common goals." In another vein Pfiffner and Presthus (1967) in Marume, Jubenkanda, Namusi and Madziyire (2016) administration means an activity or process mainly concerned with the means for carrying out prescribed ends. As the definition clearly indicates, administration is mainly concerned with the means that are necessary for the accomplishment of pre-determined goals. Here means the way by which something is done or obtained. When groups of individuals are working for the accomplishment of a common goal, a division of labour is necessary, so that each individual will know what to do. Or there is the need for an authority structure to control and coordinate the activities of the individuals involved. Thus dividing the work among the members, having a proper role assigned to every member in the group, following the leaders instructions are nothing but the means to achieve the goal. In this sense, administration is an activity mainly concerned with the means which also requires cooperation as well.

Simon, Smithburg and Thompson (1950) administration can be defined as the activities of groups cooperating to accomplish common goals. Human activity is cooperative if it has the effects that would be absent if the cooperation did not take place. Thus, administration can be defined as *"the complete effort of the group to control, guide, and adapt to accomplish the pre-determined goals."* For instance, when a group of people agreed to roll a stone which ordinary, an individual wouldn't

be able to achieve, a rudiment of administration has taken place through the cooperative efforts of others.

In a practical perspective, let us suppose our common goal is to educate a group of individuals in the field of marketing for medicines. Keeping this goal in mind, experts in the field of marketing specifically for medicine are brought together, who are oriented to the goals and objectives to be achieved with the group. Suppose, if each expert acts in his/her way without consulting the others, there will be chaos in the group. Each one of the experts may ask the group to meet in a specific place, specific time where he/she will give a lecture; like one of them may ask the group to meet at 10.00 a.m. in the morning at a specific location in the city for a lecture, another one may ask the same group to meet at 10.30 a.m. at a different location in the city for a lecture and so on. This would lead to lot of confusion and chaos as each expert acts independently without consulting or cooperating with the others, thus unable to achieve their common goal. On the other hand, if they cooperate with each other and discuss how can they achieve the given objective. May be the experts can work out a timetable in everybody's favour which will finally help them to achieve their common goal. Thus, the essence of administration is the utilization of cooperative action for the accomplishment of common goals.

Another important point in the above definitions is the goal or purpose. When you bring together a number of individuals at a certain location, the first thing they will ask is why they have been brought together, what is the purpose of assembling of the group? Without the objective or goal, no member within the group would know what to do and they would not get involved in any activity. When someone determines the objective, and the group is informed about that, then the group members will start to think about what they can do for the accomplishment of that objective and they will start to cooperate with each other. Goal is one of the most important element in administration. If there is no common goal the members of the group would not come together and cooperate with each other. A common objective, goal or interest always leads to thinking, feeling and acting in the same direction for all the members of the group which is very essential for the accomplishment of that objective.

Administration lays down the fundamental framework of an organization, within which the management of the organization functions. The nature of administration is bureaucratic. It is a broader term as it involves forecasting, planning, organizing and decision-making functions at the highest level of the enterprise. Administration represents the top layer of the management hierarchy of the organization. These top level authorities are the either owners or business partners who invest their capital in starting the business. They get their returns in the form of profits or as a dividend.

FUNCTION OF ADMINISTRATION

- i) Policy formulation and analysis
- ii) Identification of function
- iii) Programme implementation
- iv) Programme evaluation

DIFFERENCES BETWEEN MANAGEMENT AND ADMINISTRATION

Management	Administration
Management is a systematic way of managing people and things within the organization.	The administration is defined as an act of administering the whole organization by a group of people.
Management is an activity of business and functional level.	Administration is a high-level activity.
Management focuses on policy implementation.	Policy formulation is performed by the administration.

Functions of management are executive and governing.	Functions of administration include legislation and determination.
Management makes decisions under the boundaries set by the administration.	Administration takes all the important decisions of the organization.
A group of persons, who are employees of the organization, is collectively known as management.	Administration represents the owners of the organization.
Management can be seen in the profit making organization like business enterprises.	Administration is found in government and military offices, clubs, hospitals, religious organizations and all the non-profit making enterprises.
Management is all about plans and actions.	Administration is concerned with framing policies and setting objectives.
Management plays an executive role in the organization.	Administration, whose role is decisive in nature.
Management focuses on managing people and their work.	Administration focuses on making the best possible utilization of the organization's resources

Source: <http://www.Jiwaji.Edu/Pdf/Ecourse/Engineering/Management>

COMPARISON

Basis for Comparison	Management	Administration
Meaning	An organized way of managing people and things of a business organization is called the Management.	The process of administering an organization by a group of people is known as the Administration.
Authority	Middle and Lower Level	Top level
Role	Executive	Decisive
Applicable	Profit making organizations, i.e. business organizations.	Government offices, schools, military, clubs, business
Work	Putting plans and policies into actions.	Formulation of plans, framing policies and setting objectives
Function	Executive and Governing	Legislative and Determinative
Focus on	Managing work	Making best possible allocation of limited resources.

CONCLUSION

The focus of this assignment was to present conceptual clarification of management and administration. Theoretically, it can be said that both are different terms, but practically, you will find that the terms are more or less same. Most of the time, management and administration are used interchangeably. Interestingly, you would have noticed that a manager performs both administrative and functional activities. However, the managers who are working on the topmost level are said to be the part of administration whereas the managers working on the middle or lower level represents management. Therefore, from this conceptual perspective, we can say that administration is above management.

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