

**INTERNATIONAL JOURNAL OF LAW  
MANAGEMENT & HUMANITIES**  
**[ISSN 2581-5369]**

---

**Volume 3 | Issue 3**

**2020**

---

© 2020 *International Journal of Law Management & Humanities*

Follow this and additional works at: <https://www.ijlmh.com/>

Under the aegis of VidhiAagaz – Inking Your Brain (<https://www.vidhiaagaz.com>)

---

This Article is brought to you for “free” and “open access” by the International Journal of Law Management & Humanities at VidhiAagaz. It has been accepted for inclusion in International Journal of Law Management & Humanities after due review.

In case of **any suggestion or complaint**, please contact [Gyan@vidhiaagaz.com](mailto:Gyan@vidhiaagaz.com).

---

**To submit your Manuscript** for Publication at **International Journal of Law Management & Humanities**, kindly email your Manuscript at [editor.ijlmh@gmail.com](mailto:editor.ijlmh@gmail.com).

---

# Administrative Theories: Comparison between Classical and Scientific Management Theory

---

KUSHAGRA KAUL<sup>1</sup>

## ABSTRACT

*There is growing gap between the fundamental thoughts of early management authors and current, mostly subordinate authors, accounts of how these pioneers developed their ideas among modern scholars and students. This deficiency can be rectified by searching for original sources from when the idea of an innovator were being articulated, and the context from which it took place. In this paper I discuss how the definition of management has changed over time and how scholars have moved away from the classical management of work towards Scientific management theory. In this paper have also discussed how these two management theory have furthered knowledge of the history of management by finding and translating pioneering writings, and a present a rare translation of these theories. A special focus has been given to Henry Fayols 14 point principle and how they have changed the course of management overtime. I have comprehensively critically analysed each and every aspect of management theories and ultimately given key differences between both the theories.*

## I. ADMINISTRATIVE THEORY

The Administrative Theory is founded on the principle of grouping activities accordingly in a way so that there happens a division of labour, which suggests that the various tasks to be carried out in order to achieve the common aim i.e. its target what institution main aim is should be defined and divided into separate groups or units, so that the goal can be achieved and organisation may profit from it . So the basic idea that is followed is of division of labour and dividing the work in such a way that everybody gets the work equally and one does that work which suits best to his performance and in way contribute fully towards the co-operation. Administrative management focuses on how and what employees will be doing in their work. Administrative management also aims to build an wholesome adaptive environment which many benefit the co-operation in the long run.

Administrative management can be defined as the knowledge gaining and utilising of that knowledge by different works men. The administrative role can be said is a mixture of

---

<sup>1</sup>Author is a student of Rajiv Gandhi National University of Law ( RGNUL), India

structuralised way of planning, sorting, recording and disclosure of the information to the managers or the policy makers of the organisations that they can work and make things go accordingly within best interest of the institution. Administrative management is one of the core tasks, units, or parts of any organization. The administrative role aims at controlling the organization's knowledge needs such that managers can provide timely, appropriate and complete information at all levels so that they can take concrete decisions.

“Administrative management approaches an enterprise from the viewpoint of the managers and executives responsible for managing the operations of different departments and divisions within the company”.<sup>2</sup>

Henri Fayol (1841-1925) was the very first expert on Administrative management theory. Fayol is called the "Classic Management Father."<sup>3</sup> Henri Fayol was an industrialist hailing from France, and a having a stronghold on management. He began the management approach which was practical. He wrote a book entitled "Administration Industrielle et Generale"<sup>4</sup> in 1916. Administrators can be divided into three types -: intermediate and top managers and executives who ensure that knowledge flows and resources are effectively deployed across the entire enterprise. They ensure smooth and effective running of all operations and systems. To give a brief note about Administrative theory/ Classical theory we can say that, the studies performed by organisations classical scholars based their attention on the pulling down of institutional philosophies and the institutions official characteristics. The organisations scholar also discusses the ideologies and proposes the clarifications that heads need to take into account, such as the guidelines that validate successful management. We can see on thing that very few test and functional observation via the classical scholar organisation to test the feasibility of the expected theory and proposal

Adding on to all this Fayol has also tried to describe management by giving in some points related to establishment of any Industrial set up. These activities can categorised such as -: “Professional activities, Business activities, Economics, Defence, Banking, Managerial activities”<sup>5</sup>

The most important definition and contribution given by Henry Fayol is the 14 point principle of Management. According to him these 14 point are very important for any successful

---

<sup>2</sup>Robert L. Katz, *Skills of an Effective Administrator*, HARV. BUS. REV, (Sept. 29, 1974, 10:04 AM), <https://hbr.org/1974/09/skills-of-an-effective-administrator>

<sup>3</sup> I. C. Dima., R. Vokorokosova., P. Pachura., & M. Sandu, *Integration Process in Management Science-Theoretical Review*, 11 Annals of the University of Petroşani. 1, 71-76 (2011).

<sup>4</sup> S.B. Bacharach, *Organizational theories: Some criteria for evaluation*. 14 Academy of management review. 4, 496- 515 (1989).

<sup>5</sup> Supra Note 2.

running up of any institutions, and with these only a proper co-ordination among the work done can be expected.

**(A) THESE 14 POINT PRINCIPLE ARE-:**

1. **Division of Work** –The work should be divided amongst the employees in such a way that every employee should get that work in which he or she specializes which will contribute towards the output of the organisation and moreover by completing work before time.
2. **Authority** –The superiors and the employers have the authority over there juniors and can give the commands and orders to do work but one thing has to be kept in mind always that with the giving of commands comes the burden of responsibilities attached with it.
3. **Discipline** –Discipline is the most important thing in every organisation, only with the upholding of discipline one can expect to run any management successfully although the way of maintain discipline may vary from one institution to other.
4. **Unity of Command** –Command should be given by only one superior to an employer, if more than one superior start giving command that may lead to lot of confusion and clashes in midst the management so for a smooth running of the management this thing is very important.
5. **Unity of Direction** – “Teams with the same objective should be working under the direction of one manager, using one plan. This will ensure that action is properly coordinated”<sup>6</sup>. Hence common objective with common command should be the primary aim of the institution if it wants to aim its objective properly
6. **Subordination of Individual Interests to the General Interest** –When one works in the management then everyone interest has to be taken into account that is the interest of the management has to be put above the individual interest so as everyone gets benefitted.
7. **Remuneration** –Employee will only work to his fullest capacity when he or she is satisfied this include both monetary means of satisfaction which include compensation, bonus, increment and non-monetary ways such as good working environment
8. **Centralization** –Fayol describes centralisation as a way of minimizing the significance of the subservient position in the organisation, and the degree to which

---

<sup>6</sup>Jannatul Ferdous, *ORGANIZATION THEORIES: FROM CLASSICAL PERSPECTIVE*, 9 International Journal of Business, Economics and Law. 1, 2-5 (2016).

the authority is hierarchical or decentralized depends on the form of organisation the manager operates in.

9. **Scalar Chain** –Self Identity of the employee is very important. By self identity I mean to say the knowing about his or her position in the institution, on which position is he in the management which helps him to know better about his authority and rights.
10. **Order** – The place of work should be hygienic, everything should be properly and orderly placed without any confusion, employees should be clear where the things in need are at all times.
11. **Equity** – the superior should at all times be treating every junior/employee with equal respect and fairly without any prejudices against any of them and should deal with them kindly
12. **Stability of Tenure of Personnel** –“Managers will try to keep staff turnover to a minimum. So that stability can be maintained at all levels.Hence the main aim is to keep your staff number to less and work more on individual hard work
13. **Initiative** –Employees should be given ana amount of freedom too in there powers because only then they will be able to work up to their full capacity. Otherwise too much restriction will make them quite stringent in there approach and there innovative skills will be overshadowed.
14. **Esprit de Corps**-Working in a group requires co-ordination, communication and skills and hence team unity and team spirit is very important. In an management working as a team will ensure that everybody’s points will be heard and hence co-operation will ensure that there are no fight sand hence no delays ultimately benefitting the co-operation.

Henri Fayol's "14 Management Principles" were an enormous influence on modern theory of management. His concrete set of principles helped managers learn how to coordinate and communicate with their workers in a constructive manner in the early 20th century”<sup>7</sup>.

Furthermore Fayol gave points that explain the concept and function of management following his theory-:

1. **Planning**- To put out a plan map is very important in an management as it guides everyone in which way the person has to work in.

---

<sup>7</sup>B.R. Mili, & A. M. Nasrullah, *Fundamentals of Public Administration. Dhaka*, 6 International Journal of Islamic Thought. 1, 1-4 (2014).

2. **Organising-** After planning the very step that has to be undertaken is of organising work in such a way that there is no confusion of any kind at all.
3. **Commanding-** Superiors will be issuing orders in a synchronised manner to juniors so that work can be done properly.
4. **Co-ordinating-** Co-ordination is required amongst different individuals in the management so as to complete the work on time and yield profit to the organisation in every way possible.
5. **Controlling-** Controlling of the work is very important or else the management can lose direction and the aim can go haywire without any direction. Controlling has been included to have 4 steps within it such as:
  - *Setting up of levels of success based on the operational objectives*
  - *Quantify and monitor on overall net output and the result*
  - *Measure reports with the expectations and results*
  - *Taking of the steps that are as required during the time.*

Adding on to that there are some set of skills required by the employer/ manager himself for the running of successful management and hence a cooperation some of them are-: “Physical requires, Mental requires, Moral requires, General education Special knowledge, Work experience”<sup>8</sup>

## **(B) CRITICISM**

Henry Fayol's principles of management are being still used in the recent times too, however they are being criticised on many points too such as-:

1. This theory focuses too much on the managerial aspect of the institution and while doing that it completely ignores the real time problems that workers face, so we can say in a sense that it completely ignores the realistic problems that workers face often in co-operation
2. A major thing to note down is that this theory given by Fayol is very stringent in its approach as there is an hierarchy moreover every person should have a defined role, we find such type of system only to prevail in a completely Formal institutions and hence this system is very apt for formal organisation but it is little useful for informal organisation and institutions.

---

<sup>8</sup>Vinciet Van, *Henri Fayol's Principles of Management: Early Management Theory*, MindTools (June. 3, 2012, 15:00 PM) <https://www.mindtools.com/pages/article/henri-fayol.htm>.

3. Another point of criticism is that Fayol had copied some of the points of the management from the military science and tried to put it in Social science such as the use of word “Commanding” rather than Directing the Workers to do the work.
4. This theory does not take into account the human emotions such as motivation, trust, leadership qualities etc and we can rightly say that it is Mechanical in its approach

## II. SCIENTIFIC MANAGEMENT THEORY

“The Theory of Scientific Management is well known for its implementation of engineering theory at the manufacturing floor or operational levels. <sup>9</sup>Frederick Winslow Taylor is the major contributor to this theory, and thus scientific management is sometimes called “Taylorism”.

The major point of interest of this theory was to focus on each and every individual at a time and increase the person's capability, efficiency and stronghold so that it will benefit the institution as a whole. The main aim was the use of technology to do that. In this theory it was seen as that humans are and should be treated like machines in their normal day to day life and work should be done from them like machines in general do it.

The scientific approach used in management is intended to train workmen in such a way that they find it to be the easiest way possible to get the most out of the employees' performance. Scientific management stripped the worker of much of his individuality and reduced employment to basic tasks, just like a machine without taking into account any emotional and psychological need of the workmen.

“Taylor always used to believe that even the simplest tasks could be done in a way that would significantly boost efficiency, and he had view that the scientific method created the reward method of the initiative, since the encouragement method of the initiative improved productivity but put accountability on the employee to find out how to do so.”<sup>10</sup>

So one can say that it used scientific thought and modern day technology being used on the workers in such a way that it will enhance the capability of each of the workers and will in turn be profitable for the institution as in less time more and better quality of work will be getting from the workers, by making in comparison with machines.

One of the main aim of Scientific Management was the improvement in the condition as well

---

<sup>9</sup>Sam Enyart, *Frederick Taylors Scientific Management, Organisation and Administration in Recreation*. (Jan. 29, 2014, 10:04 AM) <https://oer.missouriwestern.edu/rsm424/chapter/frederick-taylors-scientific-management/>.

<sup>10</sup> M. Derksen, *Turning Men into Machines? Scientific Management, Industrial Psychology, and the “Human Factor”*. 50 *Journal of the History of the Behavioural Sciences*. 2, 148-165 (2014).

as the efficiency of the workers in totality with such an improvement in performance of every worker there will be a revolution in the process of management so if we have to sum up the objectives we can say as-:

- a. **Prevention of wastage of time-** As the efficiency will increase so will be the speed and time to do the work will also shorten that will create an opportunity to cover up the loss of time
- b. **Reduction in total cost of production** as this will create an opportunity for the utilisation of that amount in some other areas which are more required to have the focus on
- c. **Labour will be secured in the Industry** as every one then will be able to retain their jobs without facing any trouble as the institution would be then going in profit and not firing them
- d. **Development in the relation between employers and workers**, because of the harmonious and hardworking environment that will be prevailing over all

Furthermore Taylor mentioned the features of Scientific Management theory which is applicable to the workers-:

#### **(A) FEATURES**

1. **Universality-** This theory of Scientific Management is universal in nature meaning that it is applicable to every employ, worker, every institution/corporation, business model hence there are exceptions in the applicability of this.
2. **Flexibility-** Versatile functionality is accessible in such a model. Vibrant guidelines, on static rules, adequate room for managerial flexibility, and the scope of adjustment and enhancement of workers according to there own needs make this theory flexible.
3. **It works on the principle of Action and Reaction**, in this sense we can say that if one thing is known the other can be predicted due to the action of the latter, hence we can say that the reaction can be predicted by this theory, so if one is known other can be predicted.
4. **Tries to understand the behavioural pattern** and nature of each of the person employee, human behaviour is tend to be changed over time so this theory tries to understand the nature and need of each employee so as to get maximum benefit from them.

5. **Selection of the employees on the basis of Scientific Principles**, their growth and preparation of each and every employee is the main task of this management theory which is more practical in its way.
6. **Distribution of each and every work equally** between manager and the worker, so the workload does not get pressurized too much on one individual.

#### **(B) PRINCIPLES OF SCIENTIFIC MANAGEMENT**

Taylor had given some of the management principles that form the applicability of this theory

- **Science not the rule of thumb-**: The basic idea behind this principle was of application of a scientific method and mind before making any decision, hence every decision of the management should have a scientific reason behind it and all the unscientific thinking of any managerial activity should be completely discarded, hence we can simplify this by saying that this principle talks about thinking before doing.
- **Harmony not Discord-**: for any successful organisation to run there should be the presence of these two factors Harmony and Discord which is essential for the growth of the organisation as a whole moreover it should exist between the management and employees so that there should not be any heckle or disturbance in the working of the organisation because as we have already mentioned that it will work as a give and take relation which is essential for this revolution and adding to all of this there should be free exchange and communication of ideas between management and employees.
- **Co-operation between everyone-** Organisation can only grow if there is co-ordination and co-operation between management and workers, both should appreciate the contribution made by one another, management should provide the workers with incentives for their hard work and suggestion whereas the workers should work in proper co-ordination and helpful way with the management to profit the organisation.
- **Enhancing the capabilities and efficiency of each other worker** is the basic principle of this theory, this can be achieved by training the workers properly in the scientific method of management, Taylor in this regard had established various forms of study techniques such as -: “work-study, time study, motion study, fatigue study and method study.”<sup>11</sup>

---

<sup>11</sup>I.C. Dima, R. Vokorokosova, P. Pachura & M. Sandu. *Integration Process in Management Science-Theoretical Review*. 11 Annals of the University of Petroșani, Economics. 1, 71-76 (2011).

- **Complete, not restricted output:** “The basic objective of an organization is complete productivity. In this scenario, Taylor stressed in his ideals the maximisation of output”<sup>12</sup>. The principle focuses completely upon the ideals of increasing the output for profit making of the organisation.

Furthermore it has also been discovered that this theory is very much suitable for the office. Office work can be made suitable complying to this theory, as the environment gets better when scientific management theory is used to manage the work in office. Works like Planning and laying up of outline of the work that has to be done, giving the work to that person who best suits the job or who is proficient in that job, planning about giving bonus and rewards to hardworking employees, setting up of the standards of work which have to be fulfilled, regulating the relation between the management and the employees and finally setting up an appropriate environment of the work to be done.

### **(C) CRITICISM OF SCIENTIFIC MANAGEMENT THEORY.**

One of the most common critiques of Taylorism is its alleged lack of respect for human beings. Scientific Management views the workers as a part of the manufacturing chain at a level equal to the resources they use in the push to maximise physical productivity and in this process strips the workers from their capacity to think and work autonomously. Management takes over all thought, planning and the role of the workers is reduced to mere repetition of repetitive and simplified workflow in accordance with the target set.

By believing that equal payment motivates workers to perform optimally, Taylorism overlooks the intrinsic motivation of the workers and their need to obtain personal gratification from the work. Standardized job directions have been demonstrated to enhance efficiency, promote training and reduce waste. Nevertheless, the low skilled and highly rationalized occupations of today, such as call centres or fast food employees, frequently describe workers with high absence and high turnover due to low employee satisfaction. As these are drivers of additional expenses, it can be claimed that Scientific Management's strict doctrine simply bears the detrimental danger of rising costs and decreasing efficiency.

<sup>13</sup>“Another issue to consider for opponents of Taylorism is the idea that scientific research can ultimately find the 'only possible way' of conducting a particular work research to optimize output. They claim that the introduction of 'the best way' disregards individual skills and chosen working methods, thereby isolating workers and preventing them from

---

<sup>12</sup>Supra Note 11.

<sup>13</sup>Shane Ralston, *Doing versus Thinking: John Dewey's Forgotten Critique of Scientific Management*, 30 Southwest Philosophy Review. 1, 205-217 (2014).

gaining an understanding of their role or function in the industrial process as a whole”.

It is in this effect that it represses their creativity and ability for new and creative ways of functioning to be discovered. Alternatively Taylorism critics supports a multitude of approaches to improve productivity which should be adapted to the needs of the employees.

Taylor's concept of scientific administration splits labour unconstitutionally in its pursuit of production and profitability, in such a way to empower the manager, favour the workers and lower the morale of the employees. Although Taylor promoted equal assessment of working hours, efficiency and wages his philosophy obliges the workers to rely on the employers definition of justice and do not give workers a chance to raise their voice. In addition, the employee assumed that down skilling and subsequent automation was responsible for increasing poverty- even though it could lead to lower wages and increase in demand, it was also argued that the product of profits were not shared with the workers.

### **III. DIFFERENCE BETWEEN SCIENTIFIC MANAGEMENT AND CLASSICAL MANAGEMENT THEORY**

The key difference between the both is that Scientific Management theory is worker pattern oriented meaning that it tries to benefit any organisation by improving the efficiency and skills of the workers in general, by which they perform their day to day task and their improvement of capabilities through application of Scientific Principle and mindset whereas classical theory focuses on the administration of the management its working and managing the relation between the managers and workforce for a cordial working environment to prevail in the institution, this can be done by providing changes in the management accordingly.

Scientific theory takes into account the efficiency of each employee whereas classical theory considers human behavioural pattern into account to determine best for the management.

“Additionally, administrative theory emphasizes tasks such as preparation and managing while scientific theory emphasizes job study and worker study time.”<sup>14</sup>

Moreover it is important to be noted that classical theory has its emphasis on top management in an organisation whereas Scientific theory focuses more on the aspect of Low level management.

The next difference is on the applicability of both of these theories, classical theory has an universal applicability whereas scientific theory is very much confined towards specialised

---

<sup>14</sup>Supra Note 8

organisations.

#### **IV. BUREAUCRATIC MANAGEMENT THEORY**

Now in brief I will discussing about Bureaucratic management theory, Max weber is regarded as the father of Bureaucratic Management Theory. Weber was a sociologist and kept this theory in high regard and considered this theory to be the better than the rest because he believed that this theory was more rational, practical and efficient than other theories.

Bureaucratic theory has two parts, first one being in an hierarchal way or we can say struct rinsing an organisation on the basis of different level of workers in it or the level of authority that each person holds in the organisation this is known as Organizational Hierarchy. To put it more clearly we can say that each level of employ is answerable to the above level, in hierarchy with the ultimate level of management at the top.

The second part talks primarily about various rules and regulations that are used to keep running organisation which are at all times legally supported or we can say those rules and regulations which govern the basics of the organisation, these can be objectives, policies all the laws that are used for running the management as well as the organisation. To give an example we can say all the rules regarding the misconduct, authority, retirement, promotion and unemployment insurance.

To define some of its point we can divide them as-:

- This theory emphasised on clearly defined jobs given to each worker based on there skills and abilities, there should not be any basis of flexible roles but employees should be well aware of there positions and roles in the organisation. Hierarchy in this sense will promote distribution of work and power and clarity in the organisation
- The top management should know every occurrence, every involvement in the organisation they should be knowing at every time what is happening in the organisation and whether the employees are working or not properly.
- The hiring of the employees should be based totally on merit without any factor of nepotism in it, high working standards should be the basis of this.
- Work should be taken seriously without taking it as and social interaction or as fun.

#### **V. CONCLUSION**

So to conclude we have very carefully studied both type of theories in this paper, moreover established a difference in both the theories, to answer the final question of which theory is

better is difficult because none of the above theory mentioned is complete in its sense and lacks some of the aspect which may benefit the institution so I would chose a middle path way which will be the mixture of both the theories having an focus on each employees, there capabilities, efficiency and at the same time working with the management and there relations with the workers.

\*\*\*\*\*