# NIGER DELTA UNIVERSITY

*Wilberforce Island, Bayelsa State*

**Theme: University Administration/Management Theories: Changing Trends and Regulations**

**Subtheme: University Administration/Management Theories: Usefulness Adoption /Application: The Role of The University Administrator**

BY

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*Introduction:*

With profound gratitude to God almighty, I welcome you to this one-day workshop organized by ANUPA NDU Chapter to train Administrators at all levels of the University Administrative staff. The topic I am about to deliver is very fundamental to all University Administrator internally and outside the confines of the training. From experience as a seasoned and erudite administrator with passion and zeal, the university administrator is face with the problems of theory adoption, and application in carrying out the operations of our duties. Many of us don't even know what are management/administrative theories, talk more of adopting and applying them to work. Some of us know about management/administrative theories, but don't know their relevance and how to apply them in our everyday work, therefore we are like a ship in the harbour is not safe, according to David Suowari).

**Objectives**

At the end of the workshop, we are expected to know the followings:

1. The Concept of Theory- what does it mean?

2. Components of a Theory- what is in a theory?

3. Functions/Role of Theory- what does it do for us?

4. Meaning of management/ administration

5. Management/Administrative Theories

    i. Scientific Management Theory by Fredrick Taylor and Henri Fayol

    ii. Theory Xand Y by Douglas Mc Gregor

    iii. Bureaucratic theory/Principles by Mar Weber

    iv. Human Relationship Theory by Mary Paker Follet

    v. Systems theory by Von Bertalanffy

    vi. Social Process Theory Gezel and Cuba

    vii. Need Hierarchy Theory by Maslows

    viii. Contingency Theory by Fred Fiedler

    ix. Management by Objective Theory (MBO) Peter Druker

6. Basic assumptions of the theory,

7. Usefulness of the theory to the administrator

8. Adoption and Application of the Theories

9. Conclusion

**THE CONCEPT OF THEORY**

**WHAT DOES IT MEAN?**

+ A theory defines the cause and effect of a relationship (NOUN2013)

+ it is a statement of assumed causal relationship between two or more variables (Rueben, 2015 cited in Ukeje et.al 1992).

+ It is an explanation of the general principles of an art or science. It is a reasoned supposition (guess, belief idea) used to explain facts and events.

+ It is heuristic-exploratory: it stimulates and guides further development of knowledge.

+ It is a set of interrelated concepts, definition, and prepositions that presents a systematic view of phenomena specifying a relation among variables with the purpose of explaining and predicting phenomena (Ukeje et al 1992).

**THE COMPONENTS OF THEORY**

**WHAT IS IN A THEORY?**

A THEORY IS COMPOSED OF:

+ CONCEPT: they are general idea, thoughts, generalisation, abstractions.

+ ASSUMPTIONS: a statement taken for granted or accepted as true. It is preposition or a postulation.

+ GENERALISATIONS: A statement or proposition that indicates mutual relationship of two or more concepts.

**FUNCTION OF THEORY-**

**WHAT DOES IT DO FOR US?**

## THE FUNCTION OF A THEORY

+

**Meaning of Administration**

The term administration is derived from a Latin word; "ad and ministrare". Meaning to care for, or look after people and things. When people agree to roll a stone the rudiments of administration has taken place (Ezeocha, 1990, Suowari 2014). It is the process facilitating and engineering the accomplishment of goals and objective, systematically using available and limited resources.
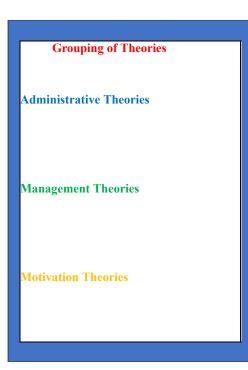
It is the coordination of men and materials within the organization to attain predetermined organizational objective (Mac rea and Pitt 1980 cited in Aguba 2009)

It is an art of getting things done effectively and efficiently, working with and through others. It is the operationlization of the procedures of achieving organizational goals.

**Meaning of Management**

It involves the art of setting objective, making policy, plan resources and activities, organizing groups and activities for the purpose of realizing organizational objective.

It is an organized and systematic way of managing people and materials in order to achieve organizational objectives. It is the efficient and effective coordination of organizational resources towards achieving set objectives.

It is a macro activity involving planning, policy formulation and implementation

processes in an organization (Peretomode, 1999 cited in (Ukeje et. al 1992))

**Grouping of Theories**

**Administrative Theories**

**Management Theories**

**Motivation Theories**

They are grouped into administrative, management and motivation theories for purpose of administrative convenience.

Scientific Theory -Fredrick Taylor and Henri Fayol

Bureaucratic Theory/Principles-Mar Weber

Human Relationship Theory-Mary Parker Follet

Theory X and Y - Douglas Mc Gregor

Contingency Theory- Fiedler (1970)

Management by Objective Theory (MBO)- Peter Druker

Systems Theory-Von Bertalanffy

Need Hierarchy Theory- Maslows

Social Process Theory -Gezel and Cuba

Management/ Administrative Theories

| Theory | Basic Assumptions and focus | Usefulness of the Theory to the University Administrator | Adoption/Application of Theory |
|---|---|---|---|
| **Scientific Management Theory (SMT) by Fredrick Taylor, Henri Fayol and Luther Gulick and Lydall Urwick.**<br><br>**(1911)** | Taylor posited that organizations/ administration is billed to maximize the output of the worker by applying the SMT but does not know how much work is reasonable for the worker to do. | + It helps organization (faculty, department, units and supervisors to maximize the worker's potential.<br><br>+ Increase productivity.<br><br>+ Promotes specialization and | Heads of department/unit should apply this theory to promote decentralization, increase productivity, and maximize the worker(s) output in the office.<br><br>Giving assignment to desk officers, |

**(Administrative Theory)**

The worker must know what to do and how best to do it cheaply.

His work was centered on how best to increase productivity using the cheapest and most efficient means (Aguba 2009). Taylor concern was the discovery of the" One Best Way"

Therefore: Time study, work rate, separation of planning from performance, scientific method of doing work, managerial control, functional /effective management, and work differentiation should be encouraged.

The achievement of efficiency of the worker. That organization can maximize the output of its workers by applying the principles of scientific management.

+ Maximization of worker's output.

**The Basic Pinciples are**:

+Replace manual labour with scientific methods (ICT).

+ workers should be scientifically selected and trained.

+ Promote collegialism- cooperation between management and the worker.

+promote division of responsibility between management, heads, supervisors, and workers.

Omemu (2023), Ukeje et al. (1992), and (Aguba,2009).

professionalization.

+It helps the organization to meet timelines.

+ it helps the worker to become responsible, focus and goal oriented.

+ It reduces wastage of both human and material resources.

departmental officers, etc. and ensuring that all hand are on desk.

**Henri Fayol-SMT**

**(Administrative Theory)**

Henri Fayol formulated a set of administrative 14-principles termed as "Percepts"

His concentration was the division of industrial/ organizational activities.

Departmentalizing/departmentalization of organization.

These are:
+ Division of work
+ Authority and responsibility
+Discipline
+Unity of command
+Unity of direction
+Subordination of +individual to general interest.
+Remuneration.
+Centralization
+Scalar chain-clear line of authority
+Order.
+Equity-justice & kindness
+Stability of tenure
+Initiative.
+Elimination of incompetency.
+ Espirit De Corps.
Ukeje et al. (1992), and (Aguba,2009).

**Luther Gulick and Lydall Urwick-SMT**

They expanded on Fayol administrative functions to seven with the acronym containing the first seven letters of the administrative functions POSDCORB meaning-

Plaaning, Organizing, Staffing, Directing, Coordinating, Reporting,

| Theory | Basic Assumptions and focus | Usefulness of the Theory to the University Administrator | Adoption/Application of Theory |
|---|---|---|---|
| | Budgeting. Ukeje et al. (1992), and (Aguba,2009). | | |
| **Bureaucratic Theory/Principles by Mar Weber – (1947)**<br><br>**(Administrative Theory)**<br><br>Max Weber, A German Sociologist was the first scholar to systematically and describe bureaucratic characteristics and its role in organizations.<br><br>It is a specified form of social, grouping for easy administrative convenience. | The basic assumption of this theory was hierarchy of authority and a system of rules and regulations. He averred that bureaucracy is best suitable for large and complex organizations with large number of workers. Basically, the theory is predicated on the organization of a formal hierarchical structure, with well-defined interrelated activities, roles and duties.<br><br>It was an attempt to minimize the frustrations and rationalize large organization with well-defined relationship between management and the worker.<br><br>It describes relationship and other factors that help achievement of goals in the organization.<br><br>He assumption are:<br><br>+ Division of labour based on specialization.<br><br>+ Well-defined hierarchy of authority.<br><br>+ Rules and regulations,<br><br>+ Career orientation, and +impersonal orientation.<br><br>Ukeje et al. (1992), and (Aguba,2009). | + It is useful for orderliness.<br><br>+ for ease of supervision and control<br><br>+for proper chain of command.<br><br>+ for directing the organizations activities.<br><br>+for minimizing the frustrations, rationalizing, and defining relationship within the traditional class. | It is already applied in the university setting, that is the organogram (university governance, and the principal officers) showing the hierarchical relationship of the chain of command. Within the administrative class the registrar is the head, followed by the heads of unit/department/ faculty officers, to departmental officer and desk officers etc. |
| **Human Relationship Theory by Mary Parker Follet (1930-1950)**<br><br>**(Administrative Theory)**<br><br>The proposition of this theory is predicated on the fact that in administrating organization, interpersonal and intrapersonal human relationship should be considered. Her work ushered in the human relations movement. | In running organization, the human should be considered more important. That administration should focus on the social and psychological aspect of the organization. She said organization should be poised to creating a harmonious human relationship through proper coordination of its affairs. | Good and harmonious human relationship is an intrinsic form of motivation.<br><br>Administration involves getting things done with and through people, therefore, promoting a good working relationship is sacrosanct to the overall performance of the work. The theory is very useful because it promotes good interpersonal and intrapersonal relationship in organization, enhances motivation, and effective goal achievement. | |
| **Theory** | **Basic Assumptions and focus** | **Usefulness of the Theory to the University Administrator** | **Adoption/Application of Theory** |
| **Theory X and Y by Douglas Mc Gregor. (1960)**<br><br>**(Management/Leadership Theory)** | Douglas Mc Gregor in 1957 wrote a book titled "The Human side of Enterprise". In his book he hypnotized that managers hold one of two opposing sets of assumptions about the worker leading to two distinctive and opposite theory, X and Y in 1960. Theory X and Y are distinctively, and basically negative and positive. He observed the way managers (administrators) viewed the employers based on certain assumptions.<br><br>The Basic Assumptions:<br><br>**Theory X**<br><br>+That the average human (employer) dislike work and would avoid it if possible.<br><br>+ because of the outright dislike for work, they must be coerced, | + used in organization/ or work environment that is characterized with, orthodox, traditionalism, antagonism, mistrust and uncertainty is found.<br><br>+ It is very useful in the administrative mainstream where such character of work avoidance is observed.<br><br>+ For motivating serious minded employee and punishing irresponsible employee.<br><br>+ For employee categorization.<br><br>+ An administrator that adopts.<br><br>The Theory X administrator works with authoritarian principles. Authority is centralized, it flows from only top to bottom. The leader is all knowing, uses only cliques without regard to | + Administrators must use both the carrot and stick to motivate and to punish the worker(s).<br><br>**Theory X** is applied in an antagonistic, and mistrusted work environment. When the worker seems to be lazy, refuse to do his/her work etc.<br><br>Administrators should apply this theory to motivate, coerce control, and direct subordinate.<br><br>**Theory Y** is useful or applied where the employee shows characteristics of responsibleness, self-directed, independent unsupervised, and matured. It is especially used in dealing with employee at the top administrative cadre from Conuss 13 and above. |

controlled, directed, and threatened with punishment to push them do their work.

+ that the average human avoid responsibility, possess very low ambition, but wants security, and prefers to be directed to do their work. The employee is irresponsible. (Omemu 2023), (Ukeje et. al 1992), and (Aguba, 2009).

qualification and suitability.

The theory Y administrator uses persuasion and offer of opportunity to participate in setting objectives. The worker sees the job as Our Own and not their Own, therefor are committed.

Democratic principles are upheld.

Decision making is decentralized,

**Theory Y**

It is people centered approach. The average worker does not dislike work if there is provision of job satisfaction.

Work seems to them like a play and rest, and they utilized their physical and mental strength voluntarily to do their work without any form of coercing, control and direction.

Administrators show concern, respect and trust for employee.

The employee is considered as been responsible, work with initiative and commitment.

**Systems Theory by Von Bertalanffy (1950)**

**(Management Theory)**

+ The basic assumption of the theory is that organization is an integrated system of codependent structures and functions. It is system made of a mutually interdependent parts and subsystems.

+ An organization is consisting of persons who must know what the others are doing, and each one must be sufficiently discipline to obey the systems theory.

It is an Everyone is Important Theory (Ukeje et. al 1992 and Aguba,2009).

It is useful as it creates knowledge in administration that every phenomenon is a product of many contributory factors. The success of a system (university administration) is a function the activities of several interdependent and interrelated factors and activities.

The academics, non-teaching: senior and junior are part of the tripartite and multivariate university system that contributes to achieving organizational goals.

This theory is applicable at all levels of the university administration. From top management, middle management, and junior management, it should be applied. No one section, cadre and strata are more indispensable than others.

+ This theory has help to conceptualize and hypnotized organizational behaviour as a function of the interaction between the nomothetic needs of the organization and the idiographic needs of the individual in a social system such as a university.

+ It is useful for determining internal relationship within the school system.

+ It has help administrator to know the determinants of behaviour in formal organizations and the reciprocal influence of those external and internal force.

NB: further studies have considered another determinant factor/force such as the informal norms -culture and value. Defaulting or deviant from the professional administrative norm will bring about mockery, and ostracism.

(Ukeje et. al, 1992) and (Parsons, T. 1951)

Its applicability is for both the executive/ management class and the employee.

The management adopts it to ensure that rules and regulations are observed to realize organizational goals, and also assisting the employee to realize their personal goals. The employee utilizes this theory take responsibility of his/her duties for the realization of organizational goal(s) and also to achieve his personal idiosyncrasies.

| Theory | Description | | |
|---|---|---|---|
| | | + It is useful for management and individual to determine or for providing and meeting the hierarchical (step-to-step) needs both the organization and the employee.<br><br>+ it helps the organization and employee to plan the next level of need to meet.<br><br>+The cause of a behavioral is easily determined<br><br>+ It helps organization to know what need(s) to meet.<br><br>+ it can help to reduce/ameliorate industrial disharmony.<br><br>+ It enhances stability and normalcy. | + It can be adopted by both management and individual in satisfying needs that are more pressing and important.<br><br>+ It helps the organization to focus on essentials, thereby realizing organizational goals.<br><br>+ It promotes growth and development as an organization and as an individual.<br><br>+ it helps in planning and projection. |
| | | + It gives the opportunity for providing several options in viewing a situation.<br><br>+ Opportunity for situational analyzation.<br><br>+ It yields best results in handling issues.<br><br>+ it helps administrators to understand situation better and proffer best solutions. | It is applicable at all levels of administration. The management will be able to determine/or carry out a diagnosis of what is responsible for such benaviour.<br><br>+it is best recommended for administrators in handling issues better. |
| **Management by Objective Theory (MBO)-Peter Druker**<br><br>**(Management Theory)** | It is an organizational climate were the superordinate and subordinate jointly state and define the goals and areas of responsibilities. These expected<br><br>outcome is used to assess the level of the contribution of individual members of the organization.<br><br>It is a managerial device, for the formalization and institutionalization of joint goals setting between the superordinate and subordinates. (Ukeje et. al, 1992), (Aguba,2009). (Ugochukwu and Adiele 2011). | Promotes collegiality, inclusivity and collectivism in decision making.<br><br>Very useful in making better and sound decisions by administration /administrators in the university system. | Applied to make better decision-making process. The committee system is a very fundamental in university administration. It should be applied by chief executives, heads of department, unite heads and senior administrative officers in universities. |
| **Need Hierarchy Theory by Maslows (1954)**<br><br>**(Motivation Theory)** | The need hierarchy theory was developed by Abraham Maslow, a clinical psychologist. The basic assumption is that of considering man as a complex and changing being, therefor motivation must reflect man's nature.<br><br>That man's source of motivation is predicated on certain needs, which often consciously influence behaviour.<br><br>He proposed that people have diverse wants, and they exist in hierarchical order (Omemu 2023)<br><br>It assumed man's state of imbalance or disequilibrium in which he/she seeks to restore to a state of homeostasis/ normality.<br><br>That is to say, the positive or negative behaviour of man (employee) is a function of needs satisfaction.<br><br>This theory posited that once a need is | + The theory is useful for organizing, determining, and prioritizing workers, students, and organization's needs.<br><br>+ for dynamic and effective planning.<br><br>+ it helps us to focus on the needs that gives best satisfaction. | Appliable at the management and at all levels of administration. |

satisfied, it no longer dominates behaviour, then another need arises, therefor needs fulfillment is unending.

Generally, life is a quest to satisfy needs.

Maslow noted that:

+human beings are wanting beings

+it is unsatisfied needs that motivates behaviour.

+ human needs ere arranged in serial levels in hierarchy of importance.

- Physiological Needs- food, clothing, shelter thirst, sex,

- Safety Needs-Security, and protection

- Socialization (Belonging)- friendship, love, affection Needs

- Esteem Needs- self-respect, achievement, attention, status, dignity and appreciation,

- Self-Actualization Needs

(Gareth and George 2003) (Ukeje et. al, 1992), (Aguba,2009). (Ugochukwu and Adiele 2011).

| Theory | Description | Usefulness | Applicability |
|---|---|---|---|
| **Social Process Theory Gezel and Cuba (1957)**<br><br>**(Motivation Theory)** | The proponent of this theory posits that in an organization, there are two elements (subsystems) of the social system.<br><br>These two subsystems separately explain behaviour in the sociological and psychological terms.<br><br>The **institutional subsystem** defines it goals and expectations, organized to achieve the organizational goals. This level is known as Nomothetic Dimension.<br><br>The second is the **personality subsystem** known as Idiographic Dimension. This deals with the employee personality and needs-disposition.<br><br>The two subsystems are conceptually different but phenomenally interactive.<br><br>(Abbot, M. G 1965), (Ukeje et. al 1992), and (Aguba,2009). | It is useful for creating room for the actualization of the institutional and personal goals.<br><br>Its applicability promotes better goal achievement.<br><br>Promotes knowledge and skill development.<br><br>Creates opportunity for growth.<br><br>Increases productivity/ output. | The initiation of rebate is useful proposition, enhancing the realization of idiographic dimension/personal goals.<br><br>Tetfund trainings |
| **Contingency Theory -Fred Fiedler** | This behavioural theory states that there is no one best way of managing or leading organization.<br><br>The basic assumption is the use of diagnostic approach in understanding the characteristics (resources, typology, externalities etc.) of an organization in order to determine the leadership practice that will work best under a given situation.<br><br>For a manager/ administrator to be effective, he/she must consider these three critical dimensions.<br><br>Leader-Member (superordinate-subordinate) relations<br><br>The Task Structure (job and assignment content). | It is useful for identifying the prevalent characteristics before taking action(s).<br><br>It useful for determining the best leadership style. | Applicable at management and senior administrative levels. |

The content of power at his/her
disposal

## Changing Trends and Regulations

Theories are a set of interrelated concepts, definition, and prepositions that presents a systematic view of phenomena specifying a relation among variables with the purpose of explaining and predicting phenomena (Ukeje et al 1992). Theories helps us to describe, predict and explain behaviour and phenomena. It also provides the framework for decision making, enhances effective communication, leadership and provide answers for complex questions and problems (Okerie, 2009).

Theory defines the cause and effect of a relationship (NOUN 2013). It defines the causal relationship between two or more variables (Rueben, 2015 cited in Ukeje et.al 1992). It is useful in making reasoned supposition (guess, belief idea) for explaining facts and events.

The management and administration in the university system is very dynamic and evolving. Information and Communication Technology is fast becoming the new normal, mans behaviour is unpredictable, uncontrollable, and uncertain. The strength of any organization is the presence of personnel. Personnel is the driver of the mission, vision, goals and objectives of every organization. As important as this factor (personnel) is, it could make or mare the organizational philosophy. Personnel behaviour is very paramount in determining the success of the organization; therefore, the behaviour has to the controlled, directed, and managed towards the realization of organizational goals.

In the management and administration of organizations, global best practices recommend a human focus administrative style. The personnel as an organizational catalyst and machinery should be treated or placed more important than all other factors of productivity.

Therefore, administration should be human centered, which fall in line with the human relationship theory and movement of Mary Parker Follet. However, the global best practices recommend the contingency theory because of the dynamic nature of human behaviour for running organizations like that of the university.

Therefore, the emerging trends is the adoption and utilization of the contingency theory, as there is no one best way to lead/administer leadership in and organization.

## Conclusion

The university system is special sector of the public service because of its tightly organized and goal-oriented nature. As a professional administrator, we are in the calling of administration, therefore the knowledge and utilization of management and administrative theories is a must needed prerequisite in carrying our administrative duties. I do hope the information and knowledge you have acquired will be of much help to you as we proceed in the journey of university administration.

I sincerely and heartily thank the Chairman and members of the ANUPA executive for giving me the privilege to be one of your facilitators/resource persons in this workshop. May God bless all of you. Finally, congratulations to all ANUPALITES, for listening.

THANKS

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