

M. Ed. Semester : IV , Course: 2.4.3 Unit-III PART- 5

Compiled by- Dr. Mousumi Boral

between Administration and Management – Three Approaches

Some authors suggest that there is no fundamental difference between management and administration, whatever difference between the two exists, exists only in terms of their usage in different activities.

Various views expressed in this regard have led to the emergence of three approaches:

(i) Administration is above management.

(ii) Administration is a part of management.

(iii) Management and Administration are same.

1. Administration is concerned with laying down objectives of the enterprise, formulating its policies, determining the broad objectives structure and overall control of the undertaking.

2. “Administration defines the goals management strives towards it.”

3. Administration is a determinative function, whereas management is an executive function concerned with implementation of policies laid down by administration.

(i) American Viewpoint – Administration is a higher level function whereas management is a lower level function.

(ii) British Viewpoint – Management is a generic term that includes administration.

(iii) Modern Viewpoint – Both the terms are used interchangeably.

i. Administration is above Management:

According to this viewpoint, administration is a top-level function while management is a lower-level function. Administration is a determinative (thinking) function concerned with laying down basic objectives and broad policies of an organisation. On the other hand, management is an executive (doing) function involving the direction of human effort towards the realization of such objectives. This view is held by eminent American experts on management.

American experts such as Florence, Lansburg, Theo Harimann, G.E. Milward, D.E. McFarland, W.R. Spriegel, Ordway Tead and Schulze also hold similar views. According to them, administration involves policy formulation whereas management is concerned with the execution of policies and supervision of day-to-day operations. Thus, this view considers administration as superior to management.

ii. Administration is a Part of Management:

According to E.F. L. Brech, “Management is the generic term for the total process of executive control involving responsibility for effective planning and guidance of the operations of an enterprise. Administration that part of management which is concerned with the installation and carrying out of the procedures by which the programme is laid down and communicated and the progress of activities is regulated and checked against plans.”

Kimball and Kimball, Richman and Copen also hold similar views. In their opinion, management comprises both policy-making and execution.

Administration is that part of management which involves doing routine things in a known setting. Thus, the European viewpoint is exactly opposite to the American viewpoint.

iii. Administration and Management are Same:

Henry Fayol, William Newman, Chester Barnard, George R. Terry, Louis, Allen and many other writers make no distinction between administration and management.

According to William H. Newman, management or administration is “the guidance, leadership and control of the efforts of a group of individuals towards some common goals.” Fayol said, all undertakings require the same functions and all must observe the same principles. There is one common science which can be applied equally well to public and private affairs.

In practice, the two terms are used interchangeably because both involve the same principles and functions. Somehow the word ‘management’ has become popular in business enterprises where economic performance is of primary importance. On the other hand, the term administration is preferred in government departments, hospitals, religious trusts, educational institutions and other non-business originations.

Management vs. Administration:

Table 1.2 Distinguish between Management and Administration

<i>Basic of Difference</i>	<i>Administration</i>	<i>Management</i>
<ul style="list-style-type: none"> • Definition 	Administration is concerned with the formulation of objective, plans and policies of the organisation.	Management means getting the works done through and with others by leading and motivating them.
<ul style="list-style-type: none"> • Level in organisation 	Top level in the organisation.	Middle or lower level in the organisation.
<ul style="list-style-type: none"> • Major Focus 	Policy formulation and objective determination.	Policy executive for objective achievement.
<ul style="list-style-type: none"> • Nature of function 	Determinative	Executive
<ul style="list-style-type: none"> • Scope of function 	Broad and conceptual	Narrow and operational
<ul style="list-style-type: none"> • Decision-making 	Administration determines what is to be done and when it is to be done?	Management decides who shall implement the administrative decisions.
<ul style="list-style-type: none"> • Usage 	The term administration is associated with non-business organisations such as government departments, public enterprises, military organisations, sociocultural organisation.	The term management is widely used in business organisation in the private sector.
<ul style="list-style-type: none"> • Employer-employee relations 	Entrepreneurs and owners.	Employees.
<ul style="list-style-type: none"> • Designations in organisation 	Minister, secretary, commissioner, director, vice-chancellor, registrar, etc.	General manager, managing director, plant superintendent, branch manager, controller, etc.