

## 1.8 MANAGEMENT AND ADMINISTRATION

2 The term administration and management are used synonymously. Some writers urge  
 3 that running of a business requires skills, which is known as management, and  
 4 functioning of government departments and non-profit institutions requiring skill is  
 5 known as administration. Various views expressed by thinkers of management led to  
 6 the emergence of three approaches:

- 7 (1) Administration is above management.
- 8 (2) Administration is a part of management.
- 9 (3) Management and administration are same.

10 According to classical thinkers, Administration is above management so far as different  
 11 in the organization are concerned. According to Spreigal, "Administration is that phase  
 12 of business enterprise that concerns itself with the overall determination of institutional  
 13 objectives and the policies necessary to be followed in achieving those objectives.  
 14 Management on the other hand is an executive function which is primarily concerned  
 15 with carrying of broad policies laid down by the administration". This implies that  
 16 administration deals with establishing objectives and policies and is done by the top  
 17 level whereas management is the execution of these policies by the middle and lower  
 18 organizational level. Table 1.4 shows the distinction between administration and  
 19 management.

**Table: 1.4: Differences between administration and management**

Basis of difference	Administration	Management
1. Level of organization	Top Level	Middle and Lower Level
2. Major focus	Policies formulation and objective determination	Policies execution for objectives achievements
3. Nature of function	Determinative	Executive
4. Scope of functions	Broad & Conceptual	Narrow & Operational
5. Factors affecting decision	Mostly external	Mostly internal
6. Employer – Employee relation	Entrepreneurs & Owners	Employee
7. Qualities required	Administrative	Technical

20 E. El. Brech urges that administration is a part of management. According to Brech,  
 21 "Management is a generic name for the total process of executive control in industry  
 22 or commerce. It is a social process entailing responsibility for the effective and  
 23 economical planning and regulation of the operation of an enterprise in the fulfilment  
 24 of a given purpose or risk. Administration is that part of management which is  
 25 concerned with the installation and carrying out of procedures by which it is laid  
 26 down and communicated, and the process of activities regulated and checked against  
 27 plans. According to this view, administration became a subordinate function to overall  
 28 management function. According to the third approach, which is the most popular  
 29 and practical one, management and administration are same. Both involve the same  
 30 functions, principles and objectives. The term administrator found its origin in  
 31 bureaucratic structure of government or in regulation of some laws. The government  
 32 often uses the term administrator, who is supposed to execute broad policies laid down  
 33 by government.

34 The basic point of controversy between management and administration lies in forms  
 35 of coverage of activities. The content of policy formulation is higher at higher levels; it  
 36 is lower at lower levels, while executive is more at lower levels and lower at higher  
 37 levels. Hence, it becomes unimportant whether policy formulation function is known  
 38 as administration or management.

**Reflexiona y arrastra de acuerdo al orden en el texto:  
 ¿En qué casos señalados el autor podría haber utilizado estas estrategias de escritura sin cambiar el sentido de su discurso?**

**Sustitución:**

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**Elipsis:**

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