

CHRONICLE OF MANAGEMENT THOUGHT AND PATTERN OF MANAGEMENT ANALYSIS: THE THEME FRAMEWORK

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Abstract: This paper chronicle management philosophy and pattern of management analysis from the classical school of thought through the neo-classical school up to the contemporary management scholars. The methodology involved identifying the central theme of each of the identified school and philosophy, analyzing the content of the proposition and its relevance to modern management practices. Each central theme was considered a proposition. The view of scholars for and against the proposition was critically analyzed. The paper concluded that all the theories of management philosopher from F.W Taylor, Max Weber to modern day integrative management theory are still very relevant and sustainable.

Keywords: management philosophy, classical school of thought, neo-classical school, contemporary management scholars.

1. INTRODUCTION

Management practice is as old as age. In Africa, the practices were in existence since pre-colonial era. The concepts of management was not well established till about 20th century when there was a contrast between the thinkers. Classical approach of management which propagated the Scientific and Administrative theory was developed. More recently, different concepts, ideas and theories have emerged. This review chronicled all the Management ideas from the classical theories, through the neo-classical thinking, up to the modern contemporary Management principles.

The review followed the theme framework.

Theme 1: *Legitimate authority, structure and bureaucracy in the organization is designed to ensure efficiency and effectiveness.*

Theory of bureaucracy was developed by Max Weber (1864-1920). A German sociologist, in his book *the theory of social and economic organization* introduces the theory of Bureaucracy. Weber, in his bureaucratic model affirms that there are three types of legitimate authority in the organization. First, legal authority (rational grounds) indicates that a person holds authority based on legal position. Resting on a belief in the legality of patterns of normative rules and the right of those elevated to authority under such rules to issue commands (Pugh,1984) For example, a production manager

in the industry. Second, Traditional authority- Employees obey a person because he comes from a traditionally recognized power holding family and lastly, charismatic authority, which indicates special power in an appeal that a leader possesses. The salient point of bureaucratic model are that the Hierarchy of authority exist in the organization; division of work is based on compliance; system of policy, rules and regulation as recognition of legal power derived from the official position held by an individual. His implied proposition is that **Legitimate authority, structure and bureaucracy in the organization is designed to ensure efficiency and effectiveness**. Many authors have accented to the fact that the theory is based on rigid rules and regulations having no considerations for interpersonal relationship based on emotions and human qualities. The theory does not promote fulfillment of human needs and does not explain full potential of employees. These are glaring draw backs in the bureaucratic theory. Consequently, Scholarly research reveals strong correlations between the political theory of bureaucratic organization, the structural details of bureaucracy, political control of the bureaucracy, the decision making environment faced by bureaucrats, and administrative procedures as instruments of political control of the bureaucracy (luminita, 2011). The work of Hamilton (2009), reveals a strong correlation between dimension of structure and firm performance in the manufacturing companies in Nigeria. Many similar studies have observed the relevance of Weber's proposition of legal authority, structure and bureaucratic principles in the management analysis of the firm. A plethora of literature that focuses on different aspects of bureaucracy resonates the same note of Weber that the hegemony of bureaucracy will not diminish in the future. It is argued that bureaucracy is an indispensable element in modern social and economic organizations because the principles of organization management are founded on the basic tenet of bureaucracy, what is called by Weber rationalization. An intimate interrelationship exists between bureaucracy and democracy; an effective democracy cannot exist without an effective bureaucracy, not only in terms of the day-to-day administrative requirements of a modern economy and political system, but also in terms of safeguarding the nation from unbridled corruption and abuse of power by democratically-elected officials and their appointees (Maria 2016).

Theme II: Jobs should be done in the scientific ways in order to improve person task relationship and to increase efficiency.

Scientific management theory by Fredrick Taylor and his colleagues made contribution to management theory at the production level. It contributed towards efficiency, standardization, specialization and simplification of work. Optimum use of man and materials were carried out in scientific way. Taylor emphasized five basic concepts to improve theory of management. These are research, standardization, planning, cooperation and control. He assumed that industrial efficiency can be improved through the application of methods of science. Higher wages were associated with productivity. He believed that standardization of working condition, work methods, time and motion study and the planning of daily task are important component of industrial efficiency. Taylor failed to appreciate human potential and treated human beings as yet another source. Man was literally equated with machine and his motives and desire had no place in the scientific management.

Frederick Taylor devised an objective method for calculating how long a job should take. He broke down jobs into component parts, timed and studied each part, and then put the whole lot together again. In this way he calculated the "one right way to do the job. The problem then was to persuade men to do the job in this one right way. Doing the job this way didn't involve more work on the part the man, but it removed individual flexibility. Taylor overcame this resistance by paying premium rates for doing the job in his prescribed manner and single-handedly gave birth to the modern efficiency industry. Man was considered a rational being and not the emotional being. This led to exploitation of the human resources by introducing piece- rate of payment and enhanced payment based on units of production. Scientific management advocated fragmentation of work into small units that led to allocation of small part of a whole job to each individual who was controlled mechanically. It induced in the minds of workers to work more and earn more that reduced them to the level of machines. Very little attention was paid to the welfare, security and health of the employees, if any. A centralized controlled system and excessive rules and regulations were required to be implemented by managers.

The proposition of Taylor can be explained in four dimensions. Firstly he states about upbringing of the true science of management in any field of employment, so that the method of performance for each task can be easily determined. Through this concept he suggested that a true and clear picture of the notion of science in the management field should be raised in order to keep the current and further betterment of the employee as well as the employer. It is emphasized that the worker should always be approached in a cooperative manner, unlike other theories of management like that of

bureaucracy. Then only the employer can expect some creative outcomes from the former throughout his whole performance.

Second, Taylor articulates on the selection of the workers and employees in a scientific manner and he justifies this principle contenting that there will be a proper distribution of the responsibilities to the employees. To put it differently, each one of the workers is to be given the best suited tasks and they have the responsibility of undertaking it. The selection will be in a scientific context, and as such, it differs from other competing theories.

Third, the scientific education and development of the workers are emphasized. According to Taylor, it is important to have a grip or supporting system for better education and the development of the employee. In a broad sense, the author meant that the physical and mental development of the worker has to be always prioritized.

The final dimension of the theory is an intimate friendly cooperation between the laborer and the employee. This principle is closely related to the welfare of the employee and relationships with his master as both the worker and the employer have to be in a cooperative manner.

The theory of scientific management is time consuming, because it always needs mental revision and in times it may require complete reorganizing of the institution. A lot of time is required for work, study, standardization of the firm and its specialization. While the workers proceed giving their energy to make the institutions productive, they have to suffer concentrating the overloaded entities within the organization. This makes difficulties even in their personal matters. Time consuming works lead to deterioration of the quality of the product as well as the institution. The quality is determined in every field by looking to the outcome of the firm.

Commenting on the development of scientific management, Baridam (1993) noted that co-operation required from workers was rarely obtained, as its ideal application violated the principle of unity of command, fraught with difficulties and rendered worker as a “machine-lien entity”. In addition to sharing most of these criticisms, Griffin (1990) observed that the scientific management theories, like its other counterparts of the classical school, suffered the limitation of prescribing “universal procedures that are not really appropriate in some settings”.

The importance of managing by scientific methods rather than by the rules of thumb cannot be overemphasized. Only few organizations in Nigeria have grown beyond the whims and caprices of their owners. Such organizations are those who have developed corporate culture, that is, discernibly different from that of its ownership. Experience has shown that, in Nigeria, government owned companies are far from having developed true science of work; scientific selection of their workers as opposed to nepotism and ethnicism; scientific supervision as opposed to paternalism; and scientific planning as opposed to the spur of the moment schemes (Fubara 1996). It is conclusive therefore that the relevance of the scientific management theories is to show what should be done in the management of organisations. The theory was work oriented rather than people oriented.

Theme III: Management is a universal phenomenon; the principles of management are flexible and not absolute and are usable regardless of changing and special condition.

Henri Fayol (1841-1923) identified as the real father of modern management theory established the 14 principles of management. His contribution is generally termed as process and administrative management. He emphasize that there is unit of science administration. That is administrative science can be applied equally well to public and private affair. Therefore, management and is a universal phenomenon.

He found that the activities of an industrial organization could be divided into six groups.

1. Technical – relating to production and maintenance
2. Commercial – buying, selling and exchange.
3. Financial – search for capital and its optimum utilization.
4. Security – protection of property and human beings
5. Accounting – accounting of stores and equipment. Statistics is also covered under accounting.
6. Managerial – activities include planning, organizing, commanding, coordinating and control.

Fayol divided his approach of studying management into three parts.

1. Managerial qualities (6 qualities)

- (a) **Physical ability:** relating to health, vigour and ability to effectively addresses the people.
- (b) **Mental ability:** to understand and learn, judgment, mental vigour and adaptability.
- (c) **Moral ability:** energy, firmness, initiative, loyalty, tact and dignity
- (d) **Educational ability:** General acquaintance with matter not belonging exclusively to the function performed
- (e) **Technical ability:** Particular to function being performed
- (f) **Experience:** Arising out of work

2. General principles of management (14 principles)

1. Division of Labour: Fayol recommended that work of all types must be subdivided and allotted to number of persons. Sub-division makes each task simpler and results in greater efficiency.

(ii) **Parity of authority and responsibility:** Authority refers to the right of a superior to give orders to subordinates, take decisions on specified matter, use the sources of organization. Responsibility on the other hand includes obligation with respect to the performance and achieving goals in a satisfactory manner. This principle suggests that giving authority without corresponding responsibility leads to arbitrary and unmindful use of authority. Authority relates to the power an individual acquire by virtue of his official position. Personal authority can also be derived from intelligence, moral worth and past experience of an individual.

(iii) **Discipline:** In the context of management means obedience, proper conduct in relation to others and complying with the rules and regulations of the organization. Smooth functioning needs discipline. Discipline is also self-imposed in relation to the work environment. If an individual does not display adequate self-discipline and if it has an adverse impact on the work then he should be warned, suspended, demoted or even dismissed depending upon the gravity of the indiscipline.

(iv) **Unity of command:** This principle states that subordinate should receive orders and be accountable to one and only one superior. It is necessary for stability, orderly functioning of the organization and accountability

(v) **Unity of direction:** According to this principle, the efforts of all the members of the organization should be directed towards common goals. The principle seeks to ensure unity of action, coordination of strength and focusing of effects. Eg –Production department should have a single plane and all must work to achieve specified goals in terms of quality and quantity.

(vi) **Subordination of individual to general interest:** What is in the interest of the organization as a whole must take precedence over the interest of individuals. The efforts should be to bring about convergence of general and individual interest. Organizational interests are common to all employees. These should be above the individual interests. All the employees must set an example and be fair in their dealings. Supervisory staff must be vigilant and carry out supervision of assigned job religiously.

(vii) **Fair remuneration to employee:** Remuneration of employee should be fair and reasonable. It should be decided on the basis of work assigned, cost of living, financial and position of business He recommends profit sharing by managers and not by workers. Fayol recommends non-financial incentives for workers.

(viii) **Centralisation and decentralisation:** Centralization means the concentration of all powers at the top level of management and decentralization means the authority or the power is shared by middle as well as low level of management. Degree of centralization and decentralization depends upon the size of the organization, experience of the superiors and ability of subordinates.

(ix) **Scalar chain:** Fayol defines scalar chain as the chain of superiors ranging from the top management to the lowest rank. The chain also determines the line of authority. The principle suggests that there should be a clear line of authority from top to bottom linking managers at all levels. It is a chain of command as well as communication.

(x) **Order:** The principle is concerned with arrangement of things and placement of people. Arrangement of things—material order and arrangement of people—social order. The people should be assigned specific places of work and that they should be available there and things should be kept at allotted places.

(xi) **Equity:** means, similar treatment is assigned to people at similar positions. For example workers performing similar jobs should be paid the same wages. The performance should be judged on the same basis for the same category of employees. Equity is combination of justice and kindness. Equity is treatment to subordinates by their superiors for an exemplary behaviour. It brings loyalty in the organization. It requires good sense, good nature and devotion to duty.

(xii) **Stability of tenure of personnel:** Employees should not be moved from their positions frequently. Period of service in a position should be fixed. The individual should not be transferred often as it takes time to settle down in the new appointment. It does not mean that when an employee is due for promotion and a vacancy exists at a new place, should not be transferred. Individual interests must have priority over the other aspects of the organization.

(xiii) **Initiative:** Employees at all levels should be allowed to take initiative in work related matters. Initiative means eagerness to initiate action without being asked to do so. However it does not imply freedom to whatever people like to do. Initiative increases zeal and energy.

(xiv) **Esprit de corps:** It refers to team-spirit that is harmony in work group and mutual understanding among workers. Managers must take steps to develop a sense of belonging among the members of the work group. If there is team-spirit then everyone comes forward to help each other. It must be remembered that 'union is strength'. Written explanation from erring member complicates matter and all issues should be resolved verbally

3. Elements of management (5 elements)

1. **Planning:** It is the most important element or function of management and failure to plan leads to hesitation, false step and untimely changes in directions, which causes weakness in the organization.
2. **Organising:** It is the process of bringing together physical, financial and human resources and establishing productive relations among them for the achievement of specific goals.
3. **Commanding:** This function is necessary to execute plans. This function includes the influencing the behaviour and work of others in a group to the realization of specified goals in the given situation.
4. **Coordination:** Co-ordination as a function of management refers to the task of integrating the acts of separate units of an organization to accomplish the organizational goals effectively.
5. **Controlling-** Controlling refers to the process of ensuring that acts of subordinates and use of resources is in conformity with the pre determined goals. Contribution of Fayol has ended the classical management and made the real beginning of the development of management as a separate field of study.

Theme IV: The key to higher productivity is employee satisfaction.

This theme is domiciled in behavioral management theory, that is the study of how managers should personally behave in order to motivate employee and encourage them to perform at high levels and be committed to the achievement of organizational goals. Elton Mayo, lead the human relation movement and made a new beginning on human factor in function of the organization and attainment of organization goals. Hawthorne studies have proven that experiments and behavioral research can play a vital role in management and decision making. Evolving from the Hawthorne studies the human relation school recognized that workers respond to appropriate changes made in the work setting with their feelings and sentiments and what they perceive to be the social norms in the work setting.

Elton Mayo's contribution to management theory helped pave the way for modern human relations management methods. Based on his well-known Hawthorne experiments, Mayo's management theories grew from his observations of employee productivity levels under varying environmental conditions. His experiments drew a number of conclusions about the real source of employee motivation, laying the groundwork for later approaches to team building and group dynamics. Mayo management theory states that employees are motivated far more by relational factors such as attention and camaraderie than by monetary rewards or environmental factors such as lighting, humidity, etc.

Elton Mayo developed a matrix which he used to illustrate the likelihood that a given team would be successful. His matrix demonstrates the role that varying combinations of group norms and group cohesiveness play in team effectiveness. The following are the four combinations of Mayo theory and the effect of each on team dynamics:

1. Groups with low norms and low cohesiveness are ineffective; they have no impact, since none of the members are motivated to excel, according to Mayo's theory.
2. Groups with low norms and high cohesiveness have a negative impact, since fellow members encourage negative behavior (e.g., gangs).
3. Groups with high norms and low cohesiveness have some degree of positive impact through individual member accomplishments.
4. Groups with high norms and high cohesiveness have the greatest positive impact, Mayo's theory predicts, since group members encourage one another to excel.

Therefore the study of management shifted from a stimulus response notion to understanding the stimuli the workers feelings and reaction. The concept of the "Rational man to social man". In Nigeria the relevance of group effort to increase productivity has been identified in various studies.

Theme V: Average Human being dislikes work (X) and average human being likes work (Y).

McGregor theory X and Y were introduced based on two diagonally opposite view of human behavior. In theory X McGregor assumed that human being dislike work and will try to avoid it if possible. Then Y suggests that average human being likes work and takes it as natural as play. McGregor in his theory displayed a total recognition of humanistic approach. He laid stress on delegation of authority, setting organizational objectives and leaving it to the employees to attain the same. He carried forward the behaviour approach proposed by Mayo, Maslow in mid 20th century. McGregor theory Y is a valid today as it was 50 years ago. McGregor belief in follower

Theory X= lazy, unmotivated workers,

Theory Y= motivated, eager workers

Theme VI: African worker lives in a world of his own which is given meaning by unique social structure and interaction processes including the Africa though system, that are ordered by specific unique social-cultural configuration.

Augustine Ahiazu – type A systems of work organization. The African industrial man seeks to illuminate the salient peculiar feature and circumstances of the African industrial worker which are considered to influence the workers response to the concomitants of the industrial system of work organization, the response which one sees as his work behaviour. The fundamental logic which his book adopt is that the Africa man lives in a world of his own which is given meaning by unique social structure and interaction process, including the African thought system, that are ordered by specific unique socio-cultural configuration. The type A system of work organization which Ahiazu argue will change the world in the modern workplace from white-man's world to the real world for the African worker. There are various studies on culture that are in support of Ahiazu's proposition.

Theme VII: Quantitative approaches to measuring the work task mix in order to raise efficiency in the organization.

Management science theory is a contemporary approach to management that focuses on the use of rigorous quantitative techniques to help managers make maximum use of organizational resources to produce goods and services. This include qualitative management techniques which utilizes mathematical techniques such as linear programming, modeling, simulation and queuing theory; operational management provides managers with a set of techniques that they can use to analyze any aspect of an organizations production system to increase efficiency. Management information system helps managers design information systems that provide information about events occurring inside the organization as well as in its external environment – information that is vital for effective decision making.

Cited in JaJa & Zeb-obipi (1999),there are several works of the quantitative theories. Watson-watt and his colleagues in 1937,and blacket and his six-man team in 1939 during the war made the first set of contribution after the classical theories. The second set of contribution came as application of operational research to the post war reconstruction and

development of industries between 1947 and 1955. The third set came in the form of research into the teaching of and consultancy in operational research as a subject in the higher institution of learning. Appraisals of the quantitative theories indicate that they have provided managers a lot of decision making tools and techniques that are particularly useful in planning and controlling, increased understanding of organisational process, and provided enterprise with its fifth function consisting of classical, contextual, dynamic and integrative elements of operational research (Cork, 1997b; Griffin, 1990).

However, they have been criticised as not being able to fully account for human behaviour, having a high cost in being developed, retarding competence in the development of other managerial skills, lacking clear approach for problems of multiple objectives, and having unrealistic assumptions. Baridam (1993) added that, their mathematical models are rarely used by managers, as they seem to be difficult to build and communicate. More so, they seem to be practically complex and unappreciative of a client's system.

Despite these criticisms, Baridam made a case for the adoption of the quantitative approach in business practice in Nigeria. This requires that managers should be trained in the use of the quantitative techniques. They may also find the systems theories and others of the integrative text very useful.

Theme VIII: Organization as an open system that takes resources from its external environment and convert them into goods and service that are sent back to the external environment where they are bought.

Daniel Katz and Henry Martyn Robert Khan system theory viewed the organization as an open system. The systems theory argues that the components are over the sum of the total. They meant that organizations performs at a better level once its departments work together instead of on an individual basis. The recent interest in exploitation team composed of individuals from completely different department reflects system theorist interest in coming up with organizational systems produce synergism and therefore create potency and effectiveness (Jones and George, 2015). The theories have been lauded for providing variety of ideas relevant for the combination of different theories. It additionally provided ideas that have shaped the bases for research, organisational behaviour, and management info systems. These ideas are helpful for scientific auditing of the companies decision framework and also the functions of its managers (Thierauf et al, 1997). The theories, however, are criticized for possessing an unclear status. That is, for: failing to take into consideration the a lot of rational and planned structures that characterizes organisations; their inability to analyse structures that characterize organisations; their inability to analyse variations that will occur within the degree of interdependence; and amounting to abstracted empiricism in makes an attempt to place its theories into practice (Gouldner, 1959; Burrell and Morgan, 1999). whereas these criticisms point to the failings of the systems theories within the Nigerian setting, it's relevant to every Nigerian manager who wishes to take advantage of the opportunities offered by the setting of his organization.

Theme IX: Continuous improvement of organization processes so as to result in high quality products and services.

Pioneering work in TQM was exhausted in Japan through the efforts of Edward Deming. He stressed the necessity for all the people concerned to work in an exceedingly cohesive team, keeping in mind the fulfillment of the given objectives in time. Training in statistical process management techniques is important for all, in order that quality control of the product being factory-made is maintained in accordance with the standards ordered down and corrective measures are taken while the product is being factory-made. In alternative words TQM isn't simply a method which will be turned on once quality improvement is needed. TQM is quite a philosophy that needs active participation on the part of both owner and workers. TQM is an ongoing process that's to be approached from the viewpoint of continuous improvement by progressive stages. The flexibility to make sure the standard of a product or a service is, therefore, enthusiastic about the standard of the operating relationship between the men at the work place. It involves the dynamics of the behavioral processes. Deming's framework of Total Quality Management is geared toward improvement within the quality of the product, reduction in the cost of production, gaining an enhanced market share, therefore making certain the prosperity of the business. Deming was totally aware of the potential of men and knew that TQM can be achieved solely by ever-changing the nature of the organization, stressing the importance of leadership and therefore the ought to cut back variations in the organizational processes. Deming projected 14 principles of TQM. Scholars disagree in their perception of what quality or Total Quality Management (TQM) is. Despite the variations in their views, every f their contributions are often thought to be a model of TQM, for they share some common components that characterize TQM.

In an endeavor to develop an orientation of TQM, Anderson et al (1994) reviewed the contributions of a number of the notable scholars within the field. The framework of components of TQM is an adaptation of the framework of ideas advanced by Anderson et al (1994) for their theory of TQM. These components or ideas embrace visionary leadership, purposeful learning, co-operative relationship, process management, continuous improvement, system integration and stakeholders satisfaction (Zeb-Obipi, 1997).

From the various models of TQM, certain principles are recommended. For example, Deming (1986), who outline quality as satisfying and prodigious customer's expectations, advocated a statistical process control (SPC) approach to quality: a plan, do check process-orientation to management and fourteen principles (Deming Fourteen points). Juran (1993), process quality as "fitness for purpose or use", advocated for obtaining it right the first time", customer-supplier partnership, and team problem-solving. Balladeer (1979), who saw quality as Zero defect, advocated four quality absolutes, three quality stages and a fourteen point plan for quality implementation. Zeb-Obipi (1998, 1997, 1994), who saw TQM as the simplest way to adopt to social control orientation, philosophy or culture for extra-ordinary achievements, collated five operational needs and three implementation imperatives.

Just as there are numerous views of the characteristics, parts or components of TQM, there are completely different views on what its advantages are and therefore the techniques for accessing such advantages. Zeb-Obipi (1998) summed up the advantages into two: marketing advantage and method potency. Marketing advantage, that directly will increase revenue, results from the client orientation or thrust of TQM. Method potency, that directly reduces costs, results from the operation orientation of TQM. While an interface between customer and operation orientations through product style potency contributes to cost reduction, an identical interface through product dependability contributes to extend in revenue (Ahiauzu, 1999).

TQM has been contrasted with different philosophies or systems of management. Gilbert 1991, differentiated the standard and classic approaches to management on ten points. Ahiauzu's (1999) notes, managers are thinkers and workers as doers; managers lead, partner or, empowering style and supply assess to employees. The organization is seen as 'boundary less', a horizontal processes; and allows a cross purposeful-ordination.

In contrast to systems management, the organization is therefore boundary less that it takes an amoebous structure in TQM (Zeb-Obipi, 1997). It appears to own taken the most effective from all different theories and practices of management. Could it, as a result of this, be flawless? Efforts are being created to spot the constraints of TQM.

Theme X: There is no one best way to organize. All situations are contingent in nature.

Bun, Stalker and Larsh (1960), developed the contingency theory. Consistent with contingency theory the characteristic of the environment affects organizations ability to get resources, and to maximize the probability of gaining access to resources. Thus managers should permit a corporation department to organize and control their activity in such as method presumably to permit them get resources, given the constraint of the peculiar setting they face. Managers have long realized that there's no-one best way to do things. Difficulty in deciding all relevant contingency factors and showing their relationship are often terribly advanced. The contingency approach has since been extended from leadership studies to different areas of business by scholars like Bums and Stalker (1991), Lawrence and Lorch (1967), Chandler (1962), Osborn and Hunt (1994) and Woodward (1965). The results of the contributions of these and other contingency scholars is that the quality of these theories is still relevant within the 1960s until date (Griffin, 1990; Thierauf et al, 1997). Furthermore, the contingency approach has no distinct technique of its own aside from requiring the manager to bear in mind of the assorted tools provided by the other theories. It extends to: knowing once and the way to use them; having the ability to spot contingencies or components distinctive to each scenario that unleash them; finding the technique(s) applicable to a given scenario from its tools-kit; and properly applying to the situation so as to be ready to accomplish effective and economical management.

These components of the contingency theories are relevant to the Nigerian setting. In Nigeria, the business setting is in constant flux, complicated and dynamic. The political climate is dynamic therefore is the economic, technological and socio-cultural setting. The Nigerian manager is anticipated to deal with the threats and opportunities within the dynamical setting. The associated managerial issues are therefore situationally differentiated that no one set of management theories can provide him with all the abilities needed. If he must, therefore, perform his functions as a manager, he should do so

situational or in compliance with the contingencies; thus the connexion of the contingency theories that seeks to synthesize or integrate all different management theories while not actually turning all the others immaterial. Since the emergence of the contingency theories additional theories of various nature have espoused. They're typically mentioned as contemporary theories of management, that show that the contingency theories can't be last word of management.

2. CONCLUSION

Various theories of management have been examined. They all have certain limitations. No one of them or set can provide solutions to all the managerial problem facing organizations. This realization has given rise to efforts at integrating the various theories through what have come to be known today as the integrative theories (Zeb-Obipi, 1999). According to Koontz et al (1984), the divergence in the theories to the extent that they are complementary, serves as colorful patches on the jungle vegetation. The contingency theory prescribes certain management techniques as appropriate to specific contingencies and situations. The paper recommends that any technique that is found appropriate to a situation should be applied. The paper equally recommends that further study should be carried out on the other theories of management and its relevancies to modern management practices.

THEME FRAMEWORK

No.	PROPOSITION	Recent Authors
Theme1	Legitimate authority, structure and bureaucracy in the organization is designed to ensure efficiency and effectiveness. (Max Weber).	Chelsea (2017), Rusell (2017), Yakup (2017), Hamilton (2009)
Theme 2	Jobs should be done in the scientific ways in order to improve person task relationship and to increase efficiency. (F.W. Taylor, Henry Gant, Frank & Lillian Gilbert.)	Jafaar (2016), Ibrahim (2008), Jordan (2011).
Theme 3	Management is a universal phenomenon; the principles of management are flexible and not absolute and are usable regardless of changing and special condition.(Henri Fayol)	Kondalkar 2008, Carl 2011. Pindur, Rogers, and Kim, 1995
Theme 4	The key to higher productivity is employee satisfaction. (Elton Mayo)	(Blanchard & Hersey,2005)
Theme 5	Average Human being dislikes work (X) and average human being likes work (Y). (McGregor)	Zeb-obipi (1999), Ahiazu, (1997), Fubara, (1997).
Theme 6	African worker lives in a world of his own which is given meaning by unique social structure and interaction processes including the Africa thought system, that are ordered by specific unique social-cultural configuration. (Augustine Ahiazu)	Oparanma,(2012), Gabriel, (2012), Ammah&Umoh (2014)
Theme 7	Quantitative approaches to measuring the work task mix in order to raise efficiency in the organization(Watson-wat,1937)	Umoh,(2009), Amah,(2014)
Theme 8	Organization as an open system that takes resources from its external environment and convert them into goods and service that are sent back to the external environment where they are bought.(Daniel Katz & Robert Khan)	Ottih, (1997), Maria, (2016), Fubara, (1999).
Theme 9	Continuous improvement of organization processes so as to result in high quality products and services (Edward Demming)	Ahiazu (1997), Zeb-obipi (1999).
Theme10	There is no one best way to organize. All situations are contingent in nature.(Bun,Stalker & Lash).	Anderson (1997), Zeb-obipi (1999)

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