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BOOK REVIEW

"Theories, Principles and Processes of Managing Organizations"

Author: Marshall Sunday Edeziem Edeja (Temple Gate Polytechnic, Aba, Nigeria)

Reviewed by: Dr. John N.N. Ugoani, Senior Lecturer, Coordinator, College of Management and Social Sciences, Rhema University Aba Abia State Nigeria.

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Background

The book under review has 303 pages and comprised of 13 chapters; in which the author revealed the importance of applying theories, principles, and other managerial techniques in managing organizations. The book offered thoughtful and practical approaches on how to manage organizations effectively and efficiently. In all the chapters, Mr. Edeja skillfully provided useful examples, illustrations, and guidelines crucial for enterprise success. One example that is one of the beauties of the book is the fact that it traced the origins of management to the Holy Bible. In fact this book can be compared to classic management books like "Contemporary Management" by Jones and George (2003). Therefore, it is expected that students of management and related disciples of various levels, scholars, trainees, trainers, entrepreneurs and the general public stand to benefit a great deal from it. Mr. Marshall Sunday E. Edeja relied on his years of experience in the workplace, and his formal education in management sciences, as well as his wide consultations with reputable management scholars in bringing out vital facts for the clearer understanding of theories and practice of management, thereby raising the bar in our knowledge. In the circumstance, the review focused on the chapters, through the learning features and conclusion.

Overview of The Chapters

In chapter one the author began by explaining the meaning of management, and the functional and behavioural views. Mr. Edeja explained the reason for studying management and saw management as agent of society. The concept of the universality of management, scope, and the steps in learning management for example, through common sense, education and experience were treated in some details. It provided good insights into the various schools of management thought and attempted to trace the origins of management and suggested that most management techniques in use today emerged at the outset of the Industrial Revolution of the 18th Century. The chapter gave a good biblical account of management, with regard to Moses, Exodus chapter 18. Chapter two defined an organization and its six characteristics and the reason for an organisation. Classifications of an organisation into formal and informal as well as 12 principles that make for a good organisation were enumerated. The advantages and disadvantages of formal and informal organisation were treated at the end of the chapter. Chapter three focused on public and private sector organizations providing insights into their usefulness to the economy. It stressed the meaning and concept of government attributes of government for example, political power, personnel, revenue, public support and welfare services. Government decision making processes such as types of policies, planning, analysis and evaluation methods were discussed. The topical issues of privatization, commercialization, monetization, pension reforms, the new banking model were brought to the front burner. These current issues are necessary to induct new students and lay people into real understanding of government measures in Nigeria aimed at fostering good economic management of the Nigerian Nation. Chapter four opened with a diagram showing the major management theories for example, the classical theory, the neo-classical theory, it discussed the early works of Taylor, Fayol,

and their colleagues and followers. Chapter five paid great attention to the work of Mayo with regard to the Hawthorne Studies that highlighted the concept of formal and informal organizations. Chapter 6 looked at the behavioural school of management and its origins, with emphasis on motivation theories, particularly those postulated by Maslow, McGregor, Herzberg, Vroom, McClelland, and others. These theories are important for the sound understanding of human behaviour, particularly in the workplace. Chapter seven discussed quantitative management theories such as operation research, its techniques and uses, mathematical models, their uses and limitations. Chapter 8 focused on modern management theory. The concept of system was defined and the contingency approach, total quality management and other contemporary approaches to management were included at the end of the chapter. Chapter 9 opened with the discussion on the quality of a manager and further defined who is a manager. The chapter discussed the duties and responsibilities of a manager, the levels of management, managerial roles, and skills. Styles of management such as autocratic, democratic etc were discussed. Managerial concepts such as country club management, organization man management were treated at the end of the chapter. Chapter 10 started with a definition of leadership and provided definitions by different leadership experts. Two types of leaders such as formal leader meaning a leader whose position is provided for in the organization structure and the informal leader like the Union leader whose position is never provided in the structure of the organization including the distinction between them were treated in appreciable details. Functions, qualities of a good leader such as energy, emotional stability, knowledge of human relations, ability, and many more important skills, were enumerated. Basic leadership theories such as great man theory, trait theory, among others were discussed. Leadership and power in an organization, and the key characteristics were highlighted. Chapter 11 saw decision making as an important managerial function. It provided traditional definitions of decision making such as those by Appleby (1982) and others. Other elements of the chapter were on problem solving, its meaning, choice, etc. a distinction was made between problem and opportunity, the background and expertise of the manager, the problem finding process, conditions of certainty and uncertainty, various methods of risk analysis, types of decisions for example technical decisions, strategic decisions, etc. were listed. This chapter ended with a discussion on unforeseen changes in the business environment. Chapter 12 focused on authority, responsibility, accountability and responsibility relationships in organizations. Types of centralization and decentralization of decision making, their advantages and disadvantages were identified. The concept of delegation of authority, principles of delegation, why managers resist delegation featured in the chapter. The concept and sources of power, types of power for example, reward power, coercion power, legitimate power, expert power, etc. were treated. Chapter 13 was the concluding chapter and harped on the directing function of management. It emphasized the importance of communication, and its meaning, components, types of communication in the organization, for example internal and external communication, formal and informal communication, downward and upward, and horizontal communication, and barriers, and suggested solutions to them. The chapter was rounded up with a brief introduction of the coordinating function of management, stressing its approaches to include use of committees, and the use of other basic management techniques.

Learning Features

The biblical examples in page 29 showed that God inspired many men in developing management through leadership qualities; we were reminded in Exodus chapter 18:13-17 how Jethro gave Moses his son-in-law ideas concerning management, leadership, training, delegation of authority and responsibility. This today has formed the basis of the exception principle. The parables of the hidden talents in Mathew chapter 25:14-30 stresses the need for managers to produce effective and efficient result with available resources while making accountability their watchdog. Also Moses developed and exhibited the principle of organization when he led the Israelites out of Egyptian bondage that led them eventually to the "promised land". The Roman Catholic organization model in page 28 remains relevant in contemporary organization structure. Exhibit 4:1 in page 98 provided a good illustration for understanding the relationships and interrelationships of management theories such as classical theory, neo-classical theory modern theory, and others. These are foundational theories that are very crucial for understanding "management" and "managing". The illustration on page 110 showed the classification of business into six groups by Fayol

and also portrayed five major functions of management. Exhibit 6. 1 page 136 highlighted the Need Theory and Motivation processes as in exhibit 6.2, and Frustrated Goals Theory in page 146, are beneficial. The model of Maslow's (1954) famous Human Needs Theory in page 147 and the comparison with Herzberg's Two – Factors Theory exhibit 6.5 page 149 provided standard learning tools. A model is a representative of reality and exhibit 7.1 page 172 offered credence to the importance of models in modern day management. Students will find exhibit 8.1 in page 184 helpful in trying to understand the Inputs-Process-Outputs in a system. Managers/management operate in levels, they have specific roles, require specific skills. All these have been shown in exhibit 9.1, in page 208, 9.2 in page 213 and 9.3 in page 220. Management styles in exhibit 9.5 page 229 and the popular managerial grid found in exhibit 9.6 page 232 make for easy understanding of the theories of leadership and management. Exhibit 11.1 in page 253 and exhibit 11.2 in page 265 gave good examples of the decision making process. Exhibit 13.1 in page 280 portrayed the import of the two-way communication process postulated by Aristotle.

Conclusion

The author thoughtfully sought and received the inputs of experts in different areas of academic endeavour for which he lavishly acknowledged. The generous contributions of these individuals helped Mr. Edeja to craft a useful book, bearing in mind the fact that the discipline of management is as big as the "elephant" and that each student/author seems to appreciate more of the part that easily comes his/her way. It is expected that at the next print minor omissions such as captioning the chapter titles on the pages will be done for easy usage. It is my hope that Mr. Edeja's serious effort will serve as an impetus for other local authors to come up in the area of management literature.

Recommendation

In my opinion, this book is wonderful, and I recommend it to management students and the general public for the advancement of knowledge.

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– Basleeris, N. and Huang, M. (2004), "Preferences with frames: A new utility specification that allows for the framing of risk", Working Paper, Stanford University.

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