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Executive summary

Management theories of the 19th century performed well with the nature of the environment when they were introduced, because there is continuous change in life and the environment, therefore every research is open to further research and still anchored in the previous researches that have worked well but only needed modifications to favour and incorporate the current circumstances and address changing needs of the people and the environment. Some of the management theories of the 19th century are still effective in one way or the other. Even the current management paradigms cannot fully solve the problems of every environment but other subsequent theories may drive their strength from them. Therefore this report clearly established that although management theories have evolved due to changing nature of life and the environment, they are still rooted in the theories of the 19th century.

1. Introduction

The management theories of the 19th century are known as classical management theories which emphasized on improving workers efficiency by following rules and regulations in the organisational hierarchies, while dividing roles and making people specialize in what they do to drive efficiency. Yuwono & Rachmawati, (2024) stated that the evolution of management theories has got 5 paradigm which introduced new rules and beliefs about management, these theories are:

- Scientific Management by Fredrick Taylor.
- Administrative Management Theory by Henri Fayol.
- Bureaucratic theory by Max Weber.
- Human Relations Theory by Elton Mayo.
- Theory X and Theory Y by Douglas McGregor.

Moving away from the agricultural era, the industrial revolution brought many management challenges on how to manage large numbers of employees and lower costs, increase productivity and provide harmonious relationships between managers and employees which Dar, (2022) stressed to increase efficiency.

2. Literature review

3. Scientific Management theory

During the agricultural era, companies employed few or dozens of staff under the control of a manager. The management was highly separated from the workforce as the manager only gave instructions and directions on what staff needed to do and did not involve in executing the task rather than to monitor and control. Management structure was bureaucratic and it was difficult for management to have direct contact with staff but only to assign work with expectation that staff will carry out the tasks. Following this industrial revolution that happened in the 19th century, companies were allowed to grow larger than ever before, which Dar, (2022) agreed that work needed to be simplified. Yuwono & Rachmawati, (2024) described that evolution in management started as a result of changes in the world of business.

Fredrick Taylor introduced scientific Management theory also known as Taylorism which curbed the effects of industrial revolution on management (Immanuel et al, 2022).

Scientific Management created rules, used Scientific methods to improve productivity and efficiency. It emphasized on standardized work processes by establishing procedures which employees would follow regularly to complete a given task. Decisions are therefore no longer based on assumptions or judgements but on output and factual data (Dar, 2022). With the implementation of this theory, productivity was optimized with pay based on performance. However, it lacks socialization and workers' inspiration (Denning, 2020).

3.1 Principles of Scientific Management and applications.

The scientific Management practices which resulted in optimum production are described and applied to McDonald's Corporation in the United Kingdom (UK). McDonald's is the leader in the fast food industry, it was started in the United States in 1955 by Ray Kroc and today it has over 36,000 branches globally (Raj & Singh, 2020). The first McDonald's in the UK was established in 1974 and today has about 1249 branches across the UK. The company uses scientific management policies to control its operation to provide transparency (Ashenfelter & Jurajda, 2022). The scientific Management practices are described below:

3.1.1 Standardization and procedures - this involves using defined structured methods to perform tasks with the required tools. McDonalds are highly standardized in terms of technology i.e., basic crew physical productivity and hedonic job conditions (Ashenfelter & Jurajda, 2022, P.2). This promotes efficiency at work (Dash & Padhi, 2020), and judgements made based on output and factual data (Dar, 2022).

Each task in McDonald's is divided into smaller components, for instance the production of a dressed burger is divided into 4 different components. *The initiator*, who put the buns into the toaster and when done pass them to *the Chaser*, the chaser will dress the bun and put all required ingredients into it, and then pass to *the Finisher*, who wraps or box the dressed buns and put them into production cabinet called (Order Assembly Table (OAT)) to be taken and serve to the customer by *the Runner*. Staff specialises in what they do, there is high performance and efficiency. However, there is monotony of work as the staff do the same work regularly unless they are rotated in their role if they have been trained in other components.

3.1.2 Training and skill development - a structured training to equip staff to specialize in their role to increase their efficiency. Alam et al., (2020) established that this will create both job security and innovative thinking.

McDonald's has got crew trainers to train crews and new recruits on the job and ensure their capability before they are being assigned to perform each role. After their training, they will still be under supervision to correct errors while on the role. This enables crew to be more efficient, however, during training, there are lots of wasted labour hours.

3.1.3 Specialization - staff roles are divided into smaller parts to encourage specialization and improve efficiency (Cunha, 2022). In McDonalds' example above, both the initiator, the chaser, the finisher and the runner are all specialized in their role. This achieves customer satisfaction as each role is done timely as required to serve the customer. However, staff feel the monotony of work.

3.1.4 Pay based on performance - incentives and pay now based on performance which encourages employees to do more and perform better. Staff are paid hourly for jobs done (Ashenfelter & Jurajda, 2022), however, McDonald's do have performance awards and recognition programmes like 'employee of the month or manager of the quarter incentives to dedicated workers which according to Omodan et al, (2020) leads to better productivity.

4. Administrative Management Theory

Administrative management theory has been incorporated in most literature as a classic approach (Cunha, 2022). This theory was introduced by Henri Fayol in 1916 in his book titled 'Administration Industrielle et Generale,' where he emphasized his knowledge in managing his staff. He described Five Functions of Management: Planning, Organizing, Commanding, Coordinating, and controlling to work together with 14 principles of management in order to achieve organisational efficiency (Immanuel et al., 2022).

4.1 14 fundamental principles integrated into McDonald's management practices:

4.1.1 Division of labour - Henri Fayol provided that staff will be specialized and be both effective and efficient if they are given specific work rather than multitasking. Division of labour encourages specialization and drives efficiency. Dash & Padhi, (2020) revealed that the foundation of efficiency in the workplace began with the division of labour. However, it may lead to tiredness and boredom making work monotonous to staff as they do the same thing regularly. This can be overcome by rotating staff roles if they are capable of other tasks as flexibility of work motivates employees (Hassan et al, 2022).

Examples: For instance at a restaurant like McDonald's, there is a clear division of labour, working in the chicken area, grill area, lobby, till service, customer care, delivery etc whereas each of these areas also has different components making employees specialize in particular tasks which creates efficiency. This is similar to Raveendran, (2020) argument that many parts of the organization when coordinated increase efficiency.

4.1.2 Authority and Responsibility - Fayol emphasized on the authority of the manager to be in balance with the responsibility of the subordinates to provide harmony in doing the work. For efficiency to be achieved, managers should have authority over the staff and staff should accept responsibility to avoid frustrations. In McDonald's, the store managers are accountable to supervisors as they have authority to direct crews and according to Mukhibad et al, (2022), the main focus of authority attached with responsibility is accountability.

4.1.3 Discipline - Fayol provided that the organisation must be guided by clear rules, structures and cultures to enforce discipline in order to effectively run the organisation and manage its employees. Sharma et al., (2021) stated that such makes employees to choose whether or not they want to be employed which accounts for their retention for a long time in the organisation. Examples - many organisations including McDonald's, Tesco, Primark etc incorporated their rules and regulations into employee handbooks and also online which shows behavioural expectations of all staff for harmony and a safe working environment to drive efficiency.

4.1.4 Unity of Command - this ensures that there is no complexity or ambiguity in command as each staff member is made to report to only one boss and receive instructions from him. An employee should know who to report to, who to get instructions from to avoid confusion (Chen & Zhang, 2025). Each McDonald's crew reports to the shift manager which reduces mistakes and inefficiency.

4.1.5 Unity of Direction - this principle ensures harmonious working of employees towards achieving one common goal. Even though there may be sub managers, there is always an overall manager at the central authority who will make sure all other sub heads are not weak to work in order to achieve a common objective. Cropanzano & Lehman, 2023). Activities are coordinated within different business activities and divisions that make up the company towards a common goal (Raveendran, 2020). Example - in McDonald's, about 2% of profit from every restaurant goes to the central manager in Finchley for promotional activities which sub managers in each restaurant implements. Everyone working towards promotional activities set up by the main manager which is very clear.

4.1.6 Collective interest over Individual Interests - this principle states that individual interest should not be prioritised over the general interest of the company which is profit maximization as this may cause the company to collapse. Example, in McDonald's, employees who have booked their holidays during July or December which are expected to be busy and more profitable periods may not be approved due to business demands. Furthermore, employees are meant not to leave work if it is busy even if they are due to finish. While this is so advantageous

to the company, however, Denning, (2020) provided that workers appear to be uninspired due to this manipulative and transactionary nature directed at only maximizing shareholders funds.

4.1.7 Staff remuneration - to ensure that employees get fair pay for work done, this does not only relate to pay but other incentives both financial and non financial rewards. McDonald's pay their employees approved minimum wage in addition to non monetary rewards like employee of the month award including, recognitions and partying. Remuneration of employees along with social and monetary incentives motivates to higher efficiency and productivity (Omodan et al, 2020)

4.1.8 Centralization - this is the concentration of decision power on the top management rather than decentralizing power to subordinates. While Cropanzano & Lehman, (2023) reiterated Fayol's view that, for an organization to be efficient and effective, central authority must have absolute authority to hold the organization, Dash & Padhi, (2020) shared a different view that it all depends on the size of the organization. Centralization works well in small organizations where the owner makes all decisions. However, in larger organisations like McDonald's, central authority makes strategic decisions about the brand, and marketing while each store manager makes decisions on scheduling of its employees.

4.1.9 Scalar Chain - organisational structure shows who is responsible to who and who reports to who on the hierarchy. This helps to facilitate command and responsibilities in the organization. Examples - in McDonald's, staff report to shift leader, the shift leader report to store manager, The latter reports to the supervisory manager who reports to the franchisee. Scalar chain makes it that communication is clear and everyone knows who to report to. It also shows the structure of responsibilities among the parts that made up of the organisation (Albert, 2023)

4.1.10 Order - This principle promotes orderly manner of materials, manpower and resources etc are coordinated for smooth working and efficiency (Joseph and Gaba 2020; Raveendran, 2020). McDonald's organised its kitchen space and equipment and people to achieve efficiency. All ingredients are orderly placed and also stored in their various and orderly locations which can be in a freezer for freezing products, a chiller for chilled products or stock room which requires normal temperature, these make working very efficient.

4.1.11 Equity - this is the responsibility of the managers to treat all staff with fairness and kindness. Ensuring that injustice is not perpetrated on any staff. This principle makes staff to be loyal and do the right thing. It also increases efficiency of staff (Dash & Padhi, 2020). Example - McDonald's ensures there is diversity and inclusivity within its workforce, equal opportunity given to all in training and development despite differentiated characteristics like religion or gender etc, which Idemudia, (2020) provided can be used for competitive advantage.

4.1.12 Stability of Tenure - This principle aims at maximising staff efficiency by reducing staff turnover in the way that guarantees the security of their job. Alam et al., (2020) and Sharma et al., (2021) shared a similar view that staff efficiency can be achieved not only in compensation for work but by training and development, recognition, giving challenging works and promotions. McDonald's gives challenging works and staff are offered training and development with the Hamburger University which paves way for their promotion to higher duties that make them to be retained in the organisation for a long period.

4.1.13 Initiative - this principle encourages organisations to motivate employees to contribute their own ideas in doing work which in turn helps the organisation in managing change which is inevitable. Employees feel respected that their initiative is encouraged. For instance, many companies including McDonald's conduct meetings and seek suggestions from employees and take them into consideration. Wefald, (2022) and Yadav, (2021) highlighted that initiatives from subordinates motivates them and helps in managing organisational changes.

4.1.14 Esprit de Corps - this is a French word meaning in unity there is strength. It is used to foster unity, team spirit and collaboration of working together to achieve common goals as work and activities are connected to support each other (Yuwono & Rachmawati, 2024). McDonald's conducts regular meetings, and job rotations which ensures team spirit especially as works are broken into different parts to serve a customer, without collaboration from one part to another, customer service will be adversely affected.

4.2 Fayol's Five Functions of Management and their practices in McDonald's

(Planning, organising, commanding, coordinating, and controlling)

Planning - shows the direction of the company and it is a long term goal. Cropanzano & Lehman, (2023) described the function of planning as necessary to achieve the vision of the organization. In McDonald's, corporate planning like branding, marketing and expansions are all left with central authority. The store managers plan about inventory needed in the store and scheduling of staff etc whereas the shift managers plan to meet the daily targets of the work.

Organizing - this is how resources are arranged to be used. McDonald's managers organise the staff and assign their duties in every shift, equipment is organised to be used effectively. With organising, the company distributes resources to departments to equip them to the process of attaining the long term goal which may encounter a lot of risks along the line. Management Commands ensure operation and implementation are smooth while integrating the units and ensuring coordination of events in the structure (Joseph and Gaba 2020). In McDonalds', managers lead the shift and give clear communications. The activities of each restaurant is controlled using food safety visitations, mystery shopper visitations, customer feedbacks and employees evaluation to ensure events conforms to plan (Yuwono & Rachmawati, (2024).

5. Bureaucratic Theory

This was developed in 1921 by Max Weber who does not believe in social interactions as everyone is different, but rather a clear separation of powers with strict rules as the best way to manage large organisations. So he focused on the structure of the organization to rigidly use it in managing the employees in a clear and unambiguous way. Chen & Zhang, (2025) argues that many organizations are staffed by many individuals and would therefore be effective in following strict internal rules to be efficient. Kang et al, (2024) explains that this builds morality and accountability in the office. The employees and management must follow the hierarchy of the organisation structure, adhering to its strict procedures, rules and regulations to achieve efficiency, which Willems et al, (2025) added that bureaucracy is maintained to satisfy the wide agencies and stakeholders which increases overall effectiveness. However, it should be noted that due to its rigidity, it lacks initiative from staff which creates low morale (Wefald, 2022; Yadav, 2021)

5.1 Key characteristics of Weber's bureaucracy

5.1.1 Hierarchy - clear instructions from top to bottom level in the organisational structure. An employee should know who to report to, who to get instructions from to avoid confusion (Albert, 2023; and Chen & Zhang, 2025). McDonald's chairman at the top sends directives to subordinates who report to him.

5.1.2 Written communications - all instructions to be in writing and not by mere words for accountability. According to Chen & Zhang, (2025), Written communication is used for clarity and future reference and directives are traceable.

5.1.3 Division of labour - all tasks divided between departments. For instance accounting departments handle finance whereas HR departments handle employment of staff to increase efficiency in the organisation. Raveendran (2020) argues that each department has a heterogeneous function that is coordinated to make up the whole business.

5.1.4 Strict rules and regulations - following rules and regulations consistently will drive efficiency and meritocracy in the organization (Cunha, 2022), however, Yadav, (2021) emphasized that such is demotivational to staff.

Diagrams of organisational structures for McDonalds is shown below

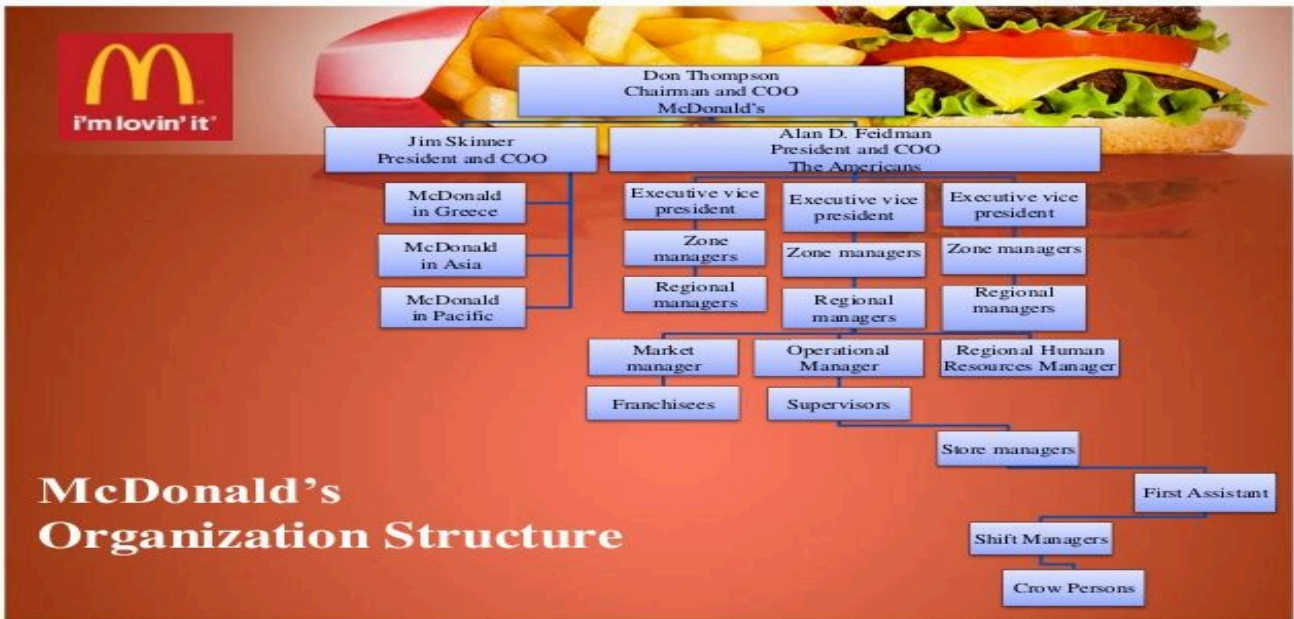


Figure 1. McDonald's organizational structure. [7bf02f503c968cf3372deaaa658c5f58.jpg](https://www.researchgate.net/publication/333724000/McDonalds_Organizational_Structure) (638×479)

From the structure of McDonald's above, the crew person reports to shift managers, the hierarchy is clearly defined, written communications are used to make directives traceable and unambiguous (Chen & Zhang, 2025). Shift managers report to the first assistant who then reports to the store manager. This is a typical store structure. Moving upwards above a typical store, the store manager reports to supervisors. The supervisor reports to the operational manager and then regional manager to zone manager. The latter report to the president who then reports to the chairman. Each function is different but coordinated to achieve the overall mission. Although innovation and improvement in technology are taking away some of the elements of bureaucratic theory, Donkor & Sekyere, (2020) stated that bureaucratic decision making still applies.

5.2 Types of authority

Max Weber identified three types of authority which are Traditional, Charismatic and Legal or rational authority. The most applicable as used in McDonalds is the legal or rational authority. This is explained below:

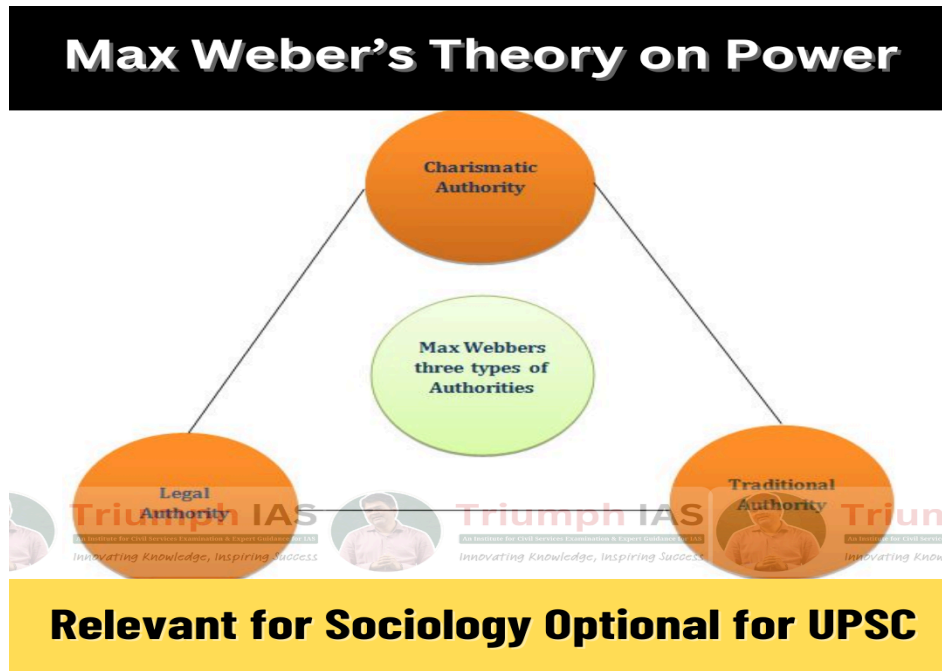


figure 2: Max Weber's theory of power
<https://triumphias.com/blog/max-webers-theory-on-power/?amp=1>

5.2.1 Traditional authority - this is social power which emanates from a long standing culture rooted in the tradition of people based on their beliefs, customs and rituals etc. For example, religious leaders, monarchies, inherited authority. McDonalds is a corporate organization and traditional authority does not apply in its operation, activities are coordinated based on corporate and formal rules to promote efficiency (Dash & Padhi, 2020; Raveendran, 2020). While this type of authority is stable because it is transferable from father to son, however, there may be questions on its efficiency.

5.2.2 Charismatic authority - this leadership style whereby people who have inspiring exceptional characteristics, like great speeches, motivators who can use their characters to influence other people often during revolution, change and innovations or crisis. Here people get power through their ability to influence others with their charisma of a leader which causes people to follow them willingly. E.g. Martin Luther King Jr, Nelson Mandela, and Bill Gates are all charismatic examples. McDonalds' saw this with its founder Ray Kroc who had a vision to expand globally (Raj & Singh, 2020) and because such power is not transferable, McDonalds' is governed by standardized formal and legal methods (Ashenfelter & Jurajda, 2022). While this type of authority is characterized by people's willingness to engage which is very innovative, however, it can be manipulated for personal gain for the leader's personal goal.

5.2.3 Legal or rational authority - individuals acquire power due to their position in government or organisation, authority is exercised based on rules and regulations, Examples are government organisations and business organisational managers. This is the main type of authority in McDonalds' as they operate based on standardized rules and policies in hiring, promotion and discipline which maintain consistency and efficiency (Ashenfelter & Jurajda, 2022; Dash & Padhi, 2020). This authority ensures there is efficiency and accountability in the organisation, however as the name implies it may be too rigid and time consuming to make decisions.

6. Human Relations Theory

This theory was put forward by Elton Mayo in the 1930s to increase efficiency and remove job dissatisfaction among employees. He linked job satisfaction and efficiency to social factors, and interpersonal relationships rather than only monetary remuneration. Denning, (2020) in affirmation to this theory stated that satisfying employees with only their pay needs without social needs creates inefficiency and low morale at work.

6.1 Key aspects of Human Relations Theory and its application to McDonald's

6.1.1 Motivation of employees - this theory emphasized on increasing job satisfaction to social factors like informal work structures, break time for employees, recognition of staff etc to increase job satisfaction. Both Wefald, (2022) and Bleijenbergh et al, (2021) stressed that focus should not only be on the management but also on things that motivate employees to ensure their satisfaction and be able to retain them for a long time. For instance, McDonald's motivates employees through employees of the month program in which outstanding employees are recognized and awarded each month, also through training and development linked with Hamburger University to boost employees skills in which employees can earn up to higher diploma while at work.

6.1.2 Participatory Leadership - Human Relations Theory discouraged authoritarian leadership style and approved democratic participation of employees to provide feedback and be involved in making decisions as this boosts their morale, efficiency and job satisfaction. Through Participatory leadership, management engages employees and does not only evaluate model performance but also feedback from staff (Idemudia, 2020). In McDonald's, managers are well trained to manage both people, products, and equipment. Also employees are encouraged to bring forward their opinions and suggestions including their concerns without going through the hierarchy.

6.1.3 The Hawthorne Effect - named after Hawthorne region at western Electric company in Chicago where the experiment took place in 1920s using human beings as the object for experiment in human behaviour. Employees were aware that they were being monitored without

intervention in their work which resulted in improvement on productivity (Elston, 2021). This study investigated that efficiency went high due to improvement in working conditions and introduction of rest periods. Along with monetary compensations, other motivations by social and psychological needs makes staff to be more productive (Omodan et al, 2020). The Hawthorne Effect is practiced in McDonald's with regular and timely visits from head office, Environmental Health Officers (EHO), Food Safety visit etc who come often to observe the activities and award grades and rankings. The results are mainly exceptional even though they are physically monitored.

6.1.4 Informal structure - rather than formal organisations, the theory proposed that informal structures which allow participation and social interactions of employees account for employees' motivations which increase their efficiency. In McDonald's, informal events like christmas parties, award ceremonies etc, are encouraged to promote participation in group and team work as every employee performs a specific role which is interconnected to the other. Informal structure boosts team morale and creates outstanding performance (Wefald, 2022)

6.1.5 Rest periods - the study introduced a rest period in which employees can pause in between their work to socialise and interact with one another for some time and then be back to work again. Despite this pause at work, employees efficiency and productivity increased. In McDonald's, every employee gets a break or rest period that varies between 30 minutes to 45 minutes. Rest period is part of the social need of the employees in which Denning, (2020) stated that creates efficiency and high morale at work.

7. Theory X and Y

This theory was published by Douglas McGregor in 1960 in his book called “The Human Side of Enterprise” he stated two ways on which employees are perceived by their managers. The theory X and the theory Y as represented in the diagram below:

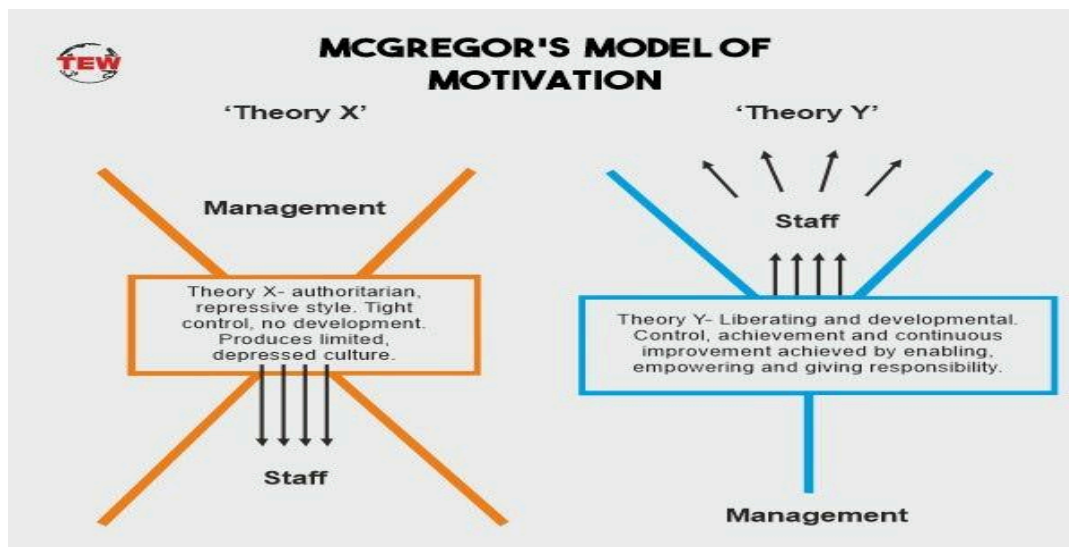


Figure 3 McGregor's model of motivation [McGregor's Theory X and Theory Y of Motivation | by The Enterprise World Magazine | The Enterprise Diary | Medium](#)

By this theory, Douglas McGregor described two categories of employees and what management needed to do to enforce cooperation and efficiency. A study by Ahmad et al, (2021) described that The theory X are people who are assumed to inherently dislike their work, they lack motivation and ambition, they need supervision all the time before they can achieve work required standard or be more efficient and so they must be coerced to achieve higher productivity. On the other hand, the theory Y are assumed to be people who are already motivated and like their work, have skills and want more responsibility so they do not need to be coerced but to provide them with responsibility and less supervision.

7.1 A look at theory X and Y at Mcdonald's

In McDonald's, Theory X employees are being monitored with strict procedures especially in operations, they use cameras, time cards and production time to monitor performance and approve training needed. Theory X employees may not have enough schedule to come into work especially when the branch is expecting an important visit like EHO, food safety, Head office, such people are mainly excluded or may not be put in the front line, but on other parts that made up the activities of the organisation (Albert, 2023)

On the other hand, theory Y category of staff who are trusted in efficiency and high performance, are therefore trained using the programmes like crew development programmes, management development programmes and are promoted to take more roles and become leaders within the organisation. Their initiatives and opinions are always sorted for which make them feel valued leading to more efficiency (Wefald, 2022; Yadav, 2021).

8.1 Advantages of Classical management theories

Classical theories brought a lot of advantages and progress in management, which can be summarized below:

8.1.1 Higher wages and rewards which makes employees motivated and work harder. Omodan et al, (2020) provided that higher remuneration motivates staff to higher efficiency and productivity.

8.1.2 Division of labour which shows the structure of responsibilities shared among the parts that made up the organisation which according to Albert, (2023) encourages specialization.

8.1.3 All organizations have a clear structure and employees are cleared of their roles. Dash & Padhi, (2020) stated that this avoids ambiguity and promotes efficiency.

8.1.4 Roles of staff as well as who they report to are well defined which avoids ambiguity. Chen & Zhang, (2025) argues that many organizations are staffed by many individuals and would therefore be effective in following strict internal rules to be efficient

8.2 Drawbacks of Classical management theories

Shortcomings of classical management which are things that the advocates of the theories ignored that caused paradigm shift to modern management are:

8.2.1 Physical needs of staff like social needs were neglected as they focus narrowly on organising employees to achieve shareholders goals. Denning, (2020) argued that satisfying employees with only their pay needs without social needs creates inefficiency and low morale at work.

8.2.2 Rigid and strict organisational structure which does not encourage initiative from employees and therefore lacks motivation (Wefald, 2022).

8.2.3 centralization of power which is demotivational to staff as they cannot contribute to organisational decisions (Yadav, 2021).

8.2.4 Over-specialization which creates monotony of work for employees as they do the same thing everyday and may feel bored. Although specialization creates efficiency (Cunha, 2022), however, over-specialization makes work monotonous and creates low morale.

9. Modern Management Theory

In 1943, Peter Drucker also called Father of modern management responded to General Motors Invitation to study its operations. He then developed the modern management theory as a result of the technological changes in the business environment stating there is no one best way and any organisation can choose to use this theory in conjunction with other theories if they fit in their organisation as no single theory can adequately solve complexity of management (**Villamayor-Tomas et al., 2022**). He stressed that due to technology, both organisations and its staff are now very complex to manage and staff no longer only work to get paid but to also get satisfaction, recognition and happiness and that management should use mathematical systems to evaluate the output of their employees as needs change regularly rather than analysis based on emotion.

9.1 Key aspects of Modern Management

9.1.1 Decentralization of power - for staff to be more efficient, this theory proposed the workplace to be democratic thereby decentralizing powers to the subordinates to empower employees to contribute to decision making, Peter Drucker believed that such responsibility will motivate the staff to higher productivity, which Hassan et al, (2022) are in agreement that will positively affects Job satisfaction and work motivation.

9.1.2 Training and development of staff - Drucker advocated for investing in training of both the staff and managers to acquire the right skill and improve their talent needed to perform efficiently which is in agreement with Idemudia, (2020) insight that such can be used for competitive advantage.

9.1.3 White-collar workers efficiency - the theory advocates for priority on those whose work requires knowledge and insights like engineers and business analysts to enable them carry out

their works more efficiently. These are departmental heads which Ailincea et al (2022) provided are responsible for operational implementation.

9.1.4 Corporate and social responsibility - that organisation that has impact in the community either directly or indirectly should see themselves as being part of the community and therefore provide social and corporate responsibility to the community which it is part of. Though this is not purely economic that affects the organisation (Alvarez et al, 2020), however, it still affects the organisation.

9.1.5 Customer focus - making customers focus more oriented to give the customers great experience as opportunities can only come from customer satisfaction and their feedback used for better decision making (Idemudia, 2020),

9.2 Approaches to modern management theories

These are divided into the contingency theory, Quantitative theory, and The Systems theory.

9.2.1 Contingency modern Management Theory - while retaining some of the contribution of classical theories, however the contingency theory was created to curb its shortcomings. In the 1950s and 1960s, other people joined Fred Fiedler to solve these shortcomings of the classical theories. Fiedler stated there is no any given way to manage or lead but it all depends on the situation. Zhu and Newman, (2023) established that one particular structure may not work well in every organisation. Shenkar & Ellis, (2022), shared a similar view that organizations must choose the type of leadership structure that is compatible with both its employees and environment. The contingency theory advocates that since change is inevitable, managers and leaders must be able to adapt to change quickly which will be based on the following:

9.2.1a *The number of employees the organisation has* - management style in larger organisations may not be the same style with those of informal smaller organizations. For larger organizations where work is complex with clear rules and standard of operation may favour hybrid and formal structure whereas organizations with medium size employees may favour divisional or decentralized structure. On the other hand, small

organisations favour centralized structure. Understanding the best organisational size will lay a good foundation to efficiency (Dash & Padhi, 2020).

9.2.1b ***The technology requirement of the organization*** - whether it is routine technology or non routine technology. Routine technology is standardized and therefore may favour hierarchical or centralized structure while non routine technology which is characterized by more innovation may favour decentralized structure (Alvarez et al, 2020).

9.2.1c ***The environment and leadership style*** - businesses must operate based on the environment in which the business operates. Raj & Singh, (2020) provided that prices and menu in different countries or branches of McDonalds' vary slightly which is dependent on the cultures and environments.

9.2.2 Quantitative modern Management theory - this theory was an alliance of scientific experts to address inefficiencies in the US military. The theory serves as a source of information to managers using mathematical or quantitative methods to analyze performance. For instance using accounting information to analyse profit or loss and then use the information to make decisions on application of resources. Therefore managerial decisions should be aided by data and figures and not only by feelings or mere opinions (Dar, 2022). There are 3 aspects of this theory which are:

9.2.2a ***Management science*** - providing organisational solutions by using scientific methods like statistics and planning allocation of resources, personnel and equipment needed to achieve the goals and objectives. Central authority allocates resources to hold the organisation (Cropanzano & Lehman, 2023).

9.2.2b ***Operational management*** - management of day to day activities. This involves efficient utilisation of the resources, personnel, and equipment to achieve optimum production. It aims at efficient utilisation of resources at a reasonable cost to create

output. Ailincea et al (2022) explains this as a delegation from the top management to the operational managers for implementation.

9.2.2c **Management information** - this is the real time operational output in the form of quantitative data which management can analyse to help in decision making which according to Dar, (2022) replaces the rule of thumb.

9.2.3 The Systems modern management Theory - this theory suggests that organisation consists of different parts that make up the whole system and managers need to analyze them as a whole rather than as separate units. The business cannot succeed without one part and the success of the organization is dependent upon the success of the many parts or components that make up the organisation which is the responsibility of the management to coordinate (Albert, 2023), which Raveendran (2020) argues that these are heterogeneous but related in activities making up the organisation. For instance every organisation has different departments e.g finance, HR, sales etc that works together to achieve the organisational objective. This theory has 4 parts which are **Inputs, process, output and feedback**.

Inputs are the factors of production like raw material, labour, technology, capital and used in creating the goods and services. **Process** is the transformation of raw materials into finished goods, this which involves activities of the employees. **Output** are both the tangible product and intangible product e.g goods or service itself e.g, financial report. **Feedback** from customers who have used the products or services which management can use in making decisions. These economic activities form the organisation (Joseph and Gaba 2020).

10. Contemporary changes and Management theories in the 21st century

Due to current technological changes in the environment in the 21st century, e-commerce and e-business has evolved over time making it that traditional theories of management are now affected by technological change, new management practices have also evolved moving from strict traditional structures and hierarchies to agile approaches focusing on customer needs with emphasis on collaboration and adaptability and giving more decision powers to employees. These changes may lead firms to be less hierarchical, with less clarity regarding lines of command, planning, contracts, and (economic) incentives (Alvarez et al, 2020, P.4).

10.1 Customer-Centric Focus: meeting the needs of customers becomes the priority in the 21st century and customers are regarded as the boss of the company because they are the ones that bring the money so all goods and services are now directed to meet the customers needs for them to continue to patronize the company. Understanding this interdependency is the present day challenge (Villamayor-Tomas et al., 2022).

10.2 Agile methodologies: unlike strict planning as in the case with traditional management, agile management involves flexibility, cooperation, innovation and teamwork, customer survey, and continuously making improvements to achieve efficiency which according to Yuwono & Rachmawati, (2024) encourages collaboration.

10.3 Knowledge management and Learning organisation - this involves consistent learning to acquire skills to perform well in a changing environment using both or either formal or informal learning. The knowledge which Organisation accumulates, needs to be stored and shared with staff when it is required which makes it a learning organisation (Wang, 2024). Idemudia, (2020), emphasized that knowledge management can create competitive advantage.

10.4 Transformational leadership - with this style of leadership, organisational leaders motivates and influences its employees to achieve extraordinary results which create a transformational change. The leader stimulates the followers inspirationally and intellectually etc to achieve extraordinary results. It operates in democratic principles which Hassan et al, (2022) stressed that positively affects work motivation and employees satisfaction. While this style helps organisations to achieve results extraordinarily, leaders must be mindful of lack of focus and misuse of power etc.

11. Evolution of events that shape management functions

11.1 Industrial revolution - impact of industrial revolution changed the way management sees organisation. Companies started to employ hundreds of workers which can no longer be left in one management, it became difficult to manage staff which led to the theory of scientific management by Fredrick Taylor to replace the traditional method (Dar, (2022).

11.2 E-commerce and teleshopping - Electronic commerce can be traced back to the 1960s with the advent of Electronic Data Interchange and in 1979, followed by teleshopping which was invented by Michael Aldrich who merged computer and television to invent teleshopping. Now following the emergence of the world wide web in 1991, customers do business online, pay online for instance using electronic payments systems like paypal or bank cards etc, and get goods delivered, so businesses have to upgrade to e-commerce and teleshopping in order to remain competitive. E-commerce sales have grown significantly around the globe, which further gained momentum during the global pandemic since 2020. (Yang et al, 2024, p.1)

11.3 Information technology - evolution of information technology is difficult to analyse, however, the name information technology started to be used in the 1980s. This has shaped management functions as it is used to keep and store records, create work policies, formulate organisational goals, research, up to date level of service, store past records and make projections, manage new systems employed, and secure the business to improve efficiency etc. companies also outsource labour to get the expert hands in information technology and research and development (Cropanzano & Lehman, 2023)

11.4 Globalization 4.0 and digitization - globalization 4.0 is the newest wave of globalization connected through electronic commerce and digitization and operations are decentralized. Wang, (2024) revealed that due to the rise in internet technology, a subsequent wave of digital

revolution emerged which has enabled management to communicate, generate and have all sorts of information related to the organisation. Examples of these are social media, communication/telephone, and computers. Examples, DHL, Amazon, Ebay etc connect to many parts of the world physically. Many organisations outsource their call centres across borders and communicate with each other. McDonalds' uses both Taylor's scientific management along with hybrid management to coordinate its activities globally.

11.5 Climate change - businesses are now involved in climate change to reduce the impacts of global warming, human activities like cutting down trees and clearing of land, burning fossil fuels. For example, Tesla promoting electric cars, McDonald's engaging with its suppliers to reduce emissions and Tesco embarking on renewable energy etc. This supports Alvarez et al, (2020) arguments that some management issues are not economically directed to the organisation.

11.6 Covid-19 - Covid-19 lockdown brought changes in methods of delivery of goods and services as shops, businesses and offices were closed to counter the spread of the disease (Hobaika, 2022). In the UK non essentials stores were required to close, except essential ones that trade in groceries and food items in order to stop the spread of covid. Essentials shops like McDonalds' remained open with strict rules to keep at least a 2 meter distance between each person while operation was based on minimum order requirement (MOR) to provide food to people which was done through drive-through and the use of delivery drivers (Ashenfelter & Jurajda, 2022). Covid-19 impact boosted the economy of more delivery platforms like Amazon, (Yang et al, 2024) including Uber Eat, Deliveroo, and Stuart etc. those doing service were required to work from home, education went online, the use of zoom and microsoft teams emerged etc to teach and conduct meetings and interviews (Wang, 2022). These which also largely remain part of today's management.

11.7 Artificial intelligence (AI) - recent development in digital computers that reason like human beings according to how they are programmed (Malik et al., 2023). Most of these have been incorporated in many organizations which are visual with high digitization making it that human activities are reducing in performing tasks which artificial intelligent computers and robots are programmed to do to achieve transformational economic advantage (Mefi and Asoba, 2021; Prikshat et al., 2023). In McDonalds', new facilities like smart kitchen, kiosks, automations in kitchen, drive thru, mobile applications etc provides efficiency, predictability and calculability which Ritzer et al (2024) described as mcdonaldization. McDonald's uses AI transparently in practical methods which is consistent in all its stores to provide hotter and fresh food to its customers (Cohen, 2024; Ashenfelter & Jurajda, 2022)

12. Morgan organisational metaphors

Gareth Morgan organisational metaphors shows how the challenges and activities of organization can be seen in different practical perspectives, these are:

12.1 Organisation as organism - organizations work as systems that interact with each other, it has several subunits at different levels that collaborate, adapting to the changes in the environment as part of its evolution in order to remain effective (Albert, 2023; Ailincă et al, 2022; and Yuwono & Rachmawati, 2024). Different departments e.g Accounting, operational, and senior management in McDonald's collaborated for refurbishing to provide space for delivery drivers which due to changing nature of customer needs are part of the system. Vodafone are investing on research and development to respond to the changing needs of the customers. Organisation as an organism can be related to contingency management theory in which changes in the organisation occur depending on the size, technology requirement, and the style of leadership (Dash & Padhi, 2020).

12.2 Organisation as a machine - here each department is seen as a part of a total rigid and hierarchical system that works as a machine to provide goods and services to the customers. This metaphor supports both the scientific management theory and bureaucratic management theory in which work is divided with clear roles of each part, maintaining consistency for efficiency (Cunha, 2022). However, on the contrary, Denning, (2020) provided that workers appear to be uninspired due to the manipulative and transactionary nature as every aim is directed at maximizing shareholders' funds with strict top-down rules. This metaphor can work well in logistics but may not be effective in a changing environment due to its rigidity. For instance, the supply chain in Tesco is a rigid process and it is very effective. McDonald's also uses this metaphor in both its supply chain and operations in order to maintain quality control worldwide.

12.3 Organisation as Brains - this metaphor functions in the processing of information and communication for effective decision making which is used for effective decision making and competitive advantage (Wang, 2024; Idemudia, 2020). McDonald's uses a system called 'love to listen' to get feedback from customers and then process the information to make an effective decision. Ecosystem of the retail industry changes as a result of Tesco decision making strategy

helped by data especially through clubcard. It integrates artificial intelligence into the system to provide customers with up-to-date technology. This metaphor supports a participatory leadership model which collects feedback from staff and customers for effective decision making (Anthropic, 2021).

12.4 Organisation as a culture - organization is shaped by the belief, norms and rituals, pattern of communication, and how decisions are made etc which are unique to each organization aimed at meeting the needs of customers. For instance, Vodafone culture encourages staff to innovate new ideas, McDonalds feeds employees during break etc. This metaphor links with Elton Mayo's Human Relation Theory with its advantage of managing diversity and driving staff participation which according to Omodan et al, (2020) may make staff to be more productive.

12.5 Organisation as a political system - stakeholder politics that compels competing interests exist in every organisation, individual differences, struggling for power, internal factors, government regulations and external factors are all viewed as a political system that shapes the activities of an organisation. This metaphor is linked with the bureaucratic theory of Max Weber, all organizations have hierarchy like in the political system whereby top decisions and allocation of resources comes from the top and implementation passes down to lower management and staff (Joseph and Gaba 2020). In Tesco or McDonalds, to receive money from customers is delegated to both staff and management, once the money is received, refunds decisions become a function of management only, price increase and reduction decision is the sole responsibility of top management.

12.6 Organisation as psychic prisons - this is the feeling of employees which shows how staff are trapped in an organisation, many causes may be bureaucracy, negative effects and challenges in the organisation, outdated practices which are difficult to change and job insecurity etc. Every organization differs (Zhu and Newman, 2023; and Shenkar & Ellis, 2022) and so psychic prisons differ. For instance, while Vodafone encourages innovation from staff, however they have had a long history of downsizing which creates job insecurity among employees. On the other hand, while Tesco has not got history of downsizing, however, staff may feel psychic prison as they are not encouraged to innovate. In McDonalds, frequent change from one system to the other acts as

psychic prisons to many staff. Perhaps, the interpretive theory could provide the management with the solution to staff morale which when effective will motivate staff more (Omodan et al, 2020).

12.7 Organisation as a flux - This metaphor envisages complex uncertainties due to changes in technologies caused by 5G networks, AI and digitization etc, including environment factors and many other forces. It could be linked with complexity theory which studies complex systems and actions that may be unpredictable but adaptable to remain competitive to gain economic advantage (Priksht et al., 2023). Example, Vodafone has a history of downsizing due to technological changes that are unpredictable. In Tesco or McDonald's, customers no longer queue to be served but to serve themselves which is what the larger number of customers need. However, with hybrid management, there are also few of the old systems left to cater for the older generations who may not meet up with the new systems.

13. Visions for future management

In the business environment, there are always rapid abrupt changes making it that many leading and once advanced organisations in the past are now falling with many new ones emerging strongly showing that today's advanced knowledge may be degraded tomorrow, and knowledge becomes obsolete (Akinbami, 2021). Environmental and life challenges of today seem different from those of yesterday, and the prediction is that tomorrow's challenges may be different from that of today. While modern management may not be successful in all areas of the organisation, therefore Classical theories would not be rejected in its entirety, Using hybrid management may do better to blend these together.

With the evolution of management having moved from organization efficiency of scientific management to increased efficiency by providing employees social needs of Human Relations, and further evolvement to modern management, there is also assumption that in the future there may be further development to cater for employees' emotional needs to boost more efficiency, and this may lead to application of 'Care and Wellbeing Management Theory' which will aim at finding relationships to employees that need them. Making sure staff relate to each other and setting boundaries to prevent abuse of it. Alvarez et al, (2020) stated that there are other issues outside economic purpose that cause management problems for which this may be part of it.

While this is not seen presently as part of management concern, however, it may be affecting employee's efficiency and morale in daily activities, if further researches investigate this to be true, this may be incorporated before the 22nd century because no one theory will solve the complexity of today's or tomorrow's challenges (Villamayor-Tomas et al, 2022). It is assumed that both the employees' social needs and emotional needs may be joined together in the care and wellbeing department to increase job satisfaction of the employees, to increase efficiency which may encourage staff to stay lifelong in the organization.

14. Conclusion

Technological advancements of the 20th and 21st century were as a result of groundwork and developments in scientific management research in physics, biology, mathematics and chemistry which started in the 19th century. Most of its theories seem to be in practice till today except that there have been modifications due to environmental changes and advancement in science and technology. Bureaucracy forwarded by Max Weber has not stopped to be practiced strictly in today's government organisations or institutions as prescribed by contingency modern Management Theory that the choice is dependent on the type, size and nature of the organisation.

Organisational structure is still applicable today showing the hierarchy in any organisation and incorporating informal interactions and feedback from employees as given by Human Relations Theory. However, with the advent of modern management, it has now been extended to customers which is still left for management to implement if they choose to. In many organisations that practice more collaboration and hybrid management, it is still the management that has to allocate resources and approve works. So in any event, approval is required from top management. Many organizations are now following agile principles, however, they do not use it in all departments. In McDonald's, centralization of authority is still effective till today as central authority makes strategic decisions about the brand, and marketing while each store manager only makes decisions on scheduling of its employees.

A tech company may use agile principles for product development, however, when it comes to finance, they retain the hierarchical structure of scientific management especially to allocate financial resources for implementation. McDonalds' menu varies across countries depending on the culture, and prices in different stores vary as well, however, they use strict scientific management to provide transparency in their management. Also in retail shops today, when a customer pays for goods and services and later change mind and ask for refund, the customer undergoes strict and rigorous process to get refund which is time consuming and with a lot of documentations, therefore, these classical or 19th century theories are not obsolete as they have not been rejected in their entirety, they are still effective in many ways (Shenkar & Ellis, 2022) and as every research is open to further research, so it can not be refuted that other theories do not emanate or rooted in the 19th century's theories.

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