

MANAGEMENT

PRINCIPLES AND APPLICATIONS

UNIT-1, 1.1

PART-XVIII

ELEMENTS OF MANAGEMENT

Fayol holds that management should be viewed as a process consisting of five elements. He has regarded these elements as functions of management. These are planning, organisation, commanding, coordination, and controlling. He has regarded planning as the most important managerial function and failure to plan properly leads to hesitation, false steps, and untimely changes in directions which cause weakness in the organisation. Creation of organisation structure and commanding function is necessary to execute plans. Coordination is necessary to make sure that every-one is working together, and control looks whether everything is proceeding according to plan. Fayol holds the view that these functions are required at all levels of management and in all types of organisations.

The contributions of Fayol have made the real beginning of development of management as a separate field of study. He wrote as the practical man of business reflecting on his long managerial career and setting down the principles he had observed. His principles of management hold good even today, though pronounced long back. It was unfortunate that his contributions were not known to scholars in U.S.A., otherwise the development of management

would have been much faster. In fact, many of the things were developed in management on the lines of Fayol much after his contributions.

Relevance of Fayol's Principles

According to the classification of era of management development, Fayol's principles are treated as classical while present-day management adopts systems and contingency approach. This approach suggests that while managing an organisation, it should be treated as a system and management action should take into account the contingent factors both within and outside an organisation. However, this does not mean that Fayol's principles are not relevant to modern management; in fact, they have relevance to modern management and most of Fayol's principles are being applied today. However, it can be said that not all principles can be applied in all organisations. In fact, Fayol also recognised that fact and suggested that management principles are not rigid but flexible and their use requires intelligence, experience, and proportion.

Contributions of Taylor and Fayol: A Comparison

At this stage, it may be worthwhile to compare the contributions of both Taylor and Fayol as both of them have made attempts to the development of management principles in somewhat more systematic way. Both were contemporary though from different countries. When we compare the contributions of Taylor and Fayol, we find that both are complementary to each other and have somewhat similarity. Even Fayol commented in 1925 that his contributions and

those of Taylor are complementary to each other. There are some similarities as well as dissimilarity in the contributions of both each other.

Similarity. Both Taylor and Fayol have seen and analysed the problems of managing from practitioners' point of view. Therefore, there must be some similarity between the two. The similarity exists on the following lines:

1. Both have attempted to overcome managerial problems in a systematic way.
2. Both have developed some principles which can be applied in solving managerial problems.
3. Both have emphasised that management actions can be effective if these are based on sound principles.
4. Both of them have emphasised that managerial qualities are acquirable and can be acquired through training. Therefore, organisations should make attempts to develop these.
5. Both have emphasised harmonious relationships between management and workers for the achievement of organisational objectives.

Dissimilarity. There is more dissimilarity between the approaches of Taylor and Fayol as compared to similarity. This is because of the fact that Taylor has concentrated on the shop-floor efficiency while Fayol has concentrated on higher managerial levels. The dissimilarity between the two is presented in Table.

DISSIMILARITY BETWEEN CONTRIBUTIONS OF TAYLOR AND FAYOL

SL. NO.	BASIS OF DIFFERENCES	TAYLOR	FAYOL
1.	Perspective	Shop-floor level	Higher management level
2.	Focus	Efficiency through work simplification and standardisation	Overall efficiency by observing certain principles
3.	Orientation	Production and engineering	Managerial functions
4.	Results	Scientific observation and measurement	Personal experiences translated into universal truths
5.	Overall contributions	Basis for accomplishment on the production line	Systematic theory of management