

### **Tiger Hotels India Ltd.**

The ambience of their economic but unique rooms interspersed with rough and tumbling village house like verandas make it an ideal place to laze, relax, or use as a place to reinvent oneself. As the soft tune of the flute flows by, the visitors, attracted to the source of the flowing music, are even more surprised to see the man behind the melody - a blind beggar turned court musician of the hotel. Against the gurgling of the artificially created water flow in which a natural log boat rocks, the music seems to be enthralling. As you sit on the roughly finished platforms called 'thinna', the staff, largely recruited from the villages nearby and speaking fairly fluent English, float past and hand you over some fresh coconut water slightly minted to tease your taste buds. As you open a book to catch up with something that you always wanted to, the fragrance of the warm oil and the touch of softness on your feet turns into a never-before experience of foot massage.

The restaurant is bubbly and built around huge trees that the hotel group refused to uproot to give way for man's favourite concrete, and the food is unbelievable with a little over 25 varieties of dosas served, each with an explanation of its uniqueness and contribution to your tongue and health. The lobby is like a park interspersed with collections of the past. There is something unique about this place. There is peace everywhere, and there are people everywhere, and they go about doing their job as if in heaven supervised by angels.

You hear no telephone rings even as it is picked up at the first call and the soft and persuasive talk of the front office lady persuading someone to pay up USD 150 for a night may make you wonder as to how do they manage things here, how does everything look so smooth? Why do people come here again and again and pay such high tariff? How do they inculcate this spontaneity, commitment, elegance, and sheer business persuasiveness (or is it subtle arrogance?) of not relenting to a cajoling customer even at the heat of a half-occupied hotel premises in the midst of the off season period.

When the owner of the Tiger Hotels was asked as to how he does all these so smoothly, his answer was simple, 'we manage things well here'. He continued, "We have a series of hotels all with different ambience themes but with the same level of experience". They plan their expansion systematically and induct people to build capacity before they open another. The surplus of employees is not an accident or over employment. This is their training ground where the passion to deliver this exceptional hospitality experience is injected into their selected employees.

You may be aware that behind this seemingly simple way of creating a competitive advantage, there were men and women and behind them there were deliberate strategy, smoothened systems, complex processes, and detailed planning. You may then realize that this is management.

## **14 Principles of management by Henri Fayol**

### **1. Division of labour**

We saw in the case how everyone was doing their own job. For example, playing flute, selling rooms from the front office, massaging feet, etc. When the major tasks and activities of the organization is divided and carried out by different people in the organization it is called division of labour.

### **2. Authority and responsibility coexist**

If the manager is given the responsibility to run his hotel in a specified manner, he should be given the formal authority to do so and if he has been given the authority, he has to be responsible for the right and wrong things going on.

### **3. Unity of command**

This means that one person should report to only one boss. This principle has undergone considerable changes, and we now have ideas like adhocracy or matrix organisations where a person may report to multiple bosses. However, the principle stands in good stead. Suppose you had two bosses, whom would you listen to? Who will make you follow some discipline, to whom will you be loyal? Will there be confusion and chaos and will you pitch one boss against the other and escape responsibility? Will there be duplication of work and overlapping of efforts? Your candid answers to these questions will make the idea of unity of command clearer to you.

### **4. Unity of direction**

If you have many guests checking into Tiger Hotels, we need many people to do the foot massage. This needs one plan and one way of doing it. Also it is preferable that the same people serve the welcome drink and carry the baggage to the rooms. If we do that, there will be better direction in the work since these works can be grouped under, receiving the guest, showing hospitality, giving them some physical comfort and then getting him settled in his room. This is creating unity of direction or one head one plan.

### **5. Equity**

Equity is a combination of fairness, justice, and empathy. It does not mean absence of assertive action rather existence of it to ensure fairness for all. This does not mean giving all the same reward but rewarding according to one's effort. In fact, the idea of productivity-based incentives emanates from the principle of equity.

## **6. Order**

In the case, we saw how the service staff was moving around smoothly and doing their job. You might have observed how things are kept in order in a Maruti Genuine Workshop as against a wayside workshop. Appointing the most suitable person for a job is also part of this principle of order. In other words, it means doing things systematically.

## **7. Discipline**

Having clearly defined the superiors, subordinates, norms, procedures, rules, and regulations, adherence to these is an essential principle of management. This enhances productivity by increasing the harmony in the workplace activities.

## **8. Initiative**

When the workers are encouraged to do things which are not strictly defined but which add to the productivity, cost reduction, etc. which are the objectives of management, the workers enjoy doing their job and efficiency and effectiveness increase just like the front office manager who took the initiative to negotiate full room tariff rather than yield to a request for discount.

## **9. Fairness**

Fairness in remuneration and the way people are treated in reward implies reward and recognition keeping in mind the current market rate, the living needs of the workers, safe working conditions, medical facilities, wages being linked to the nature of the work and being reasonable in everything. It implies a dialogue between the employer and the employee. Modern industrial laws are society's means of ensuring fairness in organizations.

## **10. Stability**

It takes time and effort to train a person to do a job and therefore keeping him stable in the job for a reasonable period is necessary to get returns on this investment. Further, it creates team spirit, smoothness, and enhances productivity. The worker will also be able to take more initiative because of the knowledge gained. In the modern context of frequent change, this may look like an antithesis, but we all know the impact of frequent changes. If it is inevitable, we must take actions to reduce the negative effects of it.

### **11. Scalar chain**

The flow of information and exercise of authority has to flow in a chain from top to bottom. This does not mean a strict hierarchy, but it means the existence of a clear flow. This flow may be and should be circumvented during an emergency. This process enables one to coordinate effort, create smoothness, plan, amend plans, and solve problems faster and more efficiently.

### **12. Subordination of individual interest to general interest**

Individuals draw their identity and livelihood from the organization. Others also do that. Therefore, the organizational interest should supersede individual interest because the former affect the interest of many stakeholders.

### **13. Esprit de corps**

It is about creating team spirit and harmony. It is about creating the internal cohesion among workers so that they feel as part of the organization. In the modern days, we use terms like employee engagement, involvement, etc which flow from this principle. Fairness, equality, unity of command, etc help in creating esprit de corps. Face-to-face communication is more important than written communication to do this.

### **14. Centralization and decentralization**

Centralization means concentration of authority at the top level and decentralization means delegating it to the lower levels. While absolute centralization or decentralization is not feasible, the principle propagates finding the ideal balance keeping in mind the size, nature of business, experience of superiors and subordinates, dependability and ability of the subordinates, etc. This principle permits people to solve problems speedily and efficiently and enables taking initiative.