

**Ethan Coyle, Melissa Campos, Diana Davis, Jose Cervantes**

## **Exploring Henri Fayol's Principles of Management and the Four Functions of Management**

In the dynamically evolving world of business and organizational management, the search for creating an effective strategy as well as developing principals has been an ongoing endeavor for businesses. There are two pillars of importance that play a pivotal role in the molding and shaping of modern business and management practices. These two pillars include the principles of management set forth by Henri Fayol and the four functions of management. These two concepts have created a cornerstone that helps to guide business leaders and managers throughout the vast intricacies inside of businesses pertaining to planning, leading, organizing and controlling. Through an in-depth analysis over the essence of Henri Fayol's principles and the four functions of management, one can shed light and ascertain on the universal implications and applicability of these indispensable principals in modern business and the realm of management. It is in this deep analysis that one can gain a profound insight into the interconnectedness of these two principles that one can grasp the intricate interplay that these two principals play across the diverse landscape of businesses today.

Henry Fayol was a renowned management theorist that introduced a unique set of management principles that laid out the foundation for practices in modern businesses and management. The principles set forth by Henri Fayol have had a lasting impact on the field of business management by helping to guide managers and leaders inside of businesses to provide and promote effective organizational management. These key principles set forth by Henri Fayol

are known as Fayol 14 Principles of Management which encompass aspects management. This includes the division of labor, authority and responsibility, unity of command and several other principles aimed at providing guidance for modern organizational management. These principles have left a resounding mark on the modern field of business management by offering wisdom that even to this day, influences the way operations in modern businesses are conducted.

Fayol's principles that he instilled address the essential aspects of management including discipline, authority, and the direction of organizational unity. Most notably of Fayol's principles is the emphasis placed upon the organization of unity of command. This principle highlights the importance of the employees inside of organizations receiving instruction and orders for a single superior which helps to avoid confusion and conflict inside of organizational operations. Additionally, the principle of business equity conveyed by Fayol advocates for fairness and equality as well as justice when dealing with personnel. This reflection directly reflects the departure of organizations from the past ideologies of favoritism and arbitrary decision making inside of business management. The principles set forth by Fayol and the comprehensive framework provided in these principles have played both a pivotal and instrumental role in helping to shape the way that organizations structure their management hierarchies as well as the way that decision making is done inside of management across businesses.

For one to fully grasp the historical context of management, they must first understand the pivotal shift that has transformed modern business from a monarchical and patriarchal system to a more merit based efficient management model. Management back in the monarchical and patriarchal times, entitled the monarchs to select and set people to be managers; usually, those managers were people remarkably close to the monarchs such as relatives and friends. Over time, the philosopher Max Weber proposed to define managers based on experience, knowledge, and

expertise, in other words, those uniquely qualified for the position should function as managers rather than by virtue of birthright. To iterate, Weber proposed that fairness supplanted favoritism, efficiency replaced personal gain, and logical rules and procedures took the place of traditions or arbitrary decision-making. This line of thought led many like Taylor, the Gilbreths, Henri Fayol, and others to shape the major functions of the managers in the following four globally accepted categories, which are also standard across all industries: Planning, Organizing, Leading and Controlling.

The four functions of management have dependencies on each other and operate in a process type of model as each step builds on the other. For effective management, those four functions must be performed correctly. The four functions of management are relevant for all kinds of managers, either top managers, middle managers, first-line managers or team leaders.

In the planning step, the key is to create a detailed action plan that aligns with the organization's goals. Planning is critical for the success of the organization, besides being one of the best ways to improve performance it drives larger profits and faster growth. For organizing, the manager must allocate resources to the different efforts and tasks that were identified in the planning phase; those resources are distributed according to priority levels identified in the plan.

Organizing can be summarized as determining "how things get done" in terms of who, when and where. In the leading function, the manager shall lead and requires connecting with the team members and stakeholders. A leader must inspire through inspirational and motivational communication and example. A leader shall build trust for the team to follow the leader in a voluntary manner instead of imposing on them. Finally, the controlling phase, which is evaluating the gap between the defined goals and the actual outcome, when the goals are not completely met, the manager shall add necessary corrective action items.

Management focuses on different aspects, scientific management, bureaucratic management, administrative management, and human relations management. Each of them aims to exercise management with a different approach. For instance, the scientific management approach aims to improve efficiency, Frederick W. Taylor is considered the father of scientific management, he established four principles of scientific management, his work included that employees have breaks and naps to achieve max. Output, his proposal included determining the production output a person can have for a specific task and management shall determine a fair pay in return for meeting goals. Frank and Lillian Gilbreth contributed to scientific management with their motion's studies, where unnecessary tasks are eliminated, in this field also Henry Gantt added that employees shall be train and develop but most famously he provided the Gantt chart that is widely used to depict what tasks must be completed when so that other tasks can start.

In conclusion, the principles of management, as articulated by Henri Fayol as well as the four functions of management (Planning, Organizing, Leading, and Controlling) have profoundly impacted the field of businesses and organizational management. From the evolution of the principles of management set forth from monarchical and patriarchal models to more merit-based systems display a direct reflection the transitional shift from the favoritism shown by society to a more efficient and logical decision-making addendum inside of organizations. The principals that are brought forth by Henri Fayol, have presented an instrumental guidance in assisting managers and organizations achieve effective organizational management. The unique interplay between Henri Fayol's principles and the four functions of management help to reveal the intricate interplay in organizations that these principles apply to as well as help to reveal the vital role that they both play across the vast landscape of businesses. Over time, the plethora of

organizational management approaches, such as human relations management as well as scientific management , have emerged during these great transitional shifts. Each one of these has its own set of unique perspectives on management. Business pioneers such as Frederick W. Taylor, the Gilbreths, and Henry Gantt contributed significantly to these transitional approaches by orchestrating an era emphasized by efficiency, and fair compensation inside of organizations. Reflecting on the history of management principles, one must acknowledge the relevance of these principles to modern business practices. The four functions of management still retain their place in businesses by remaining an integral part of effective leadership in businesses. In the dynamically evolving world, the lessons that one can draw from the past can help aid in the endeavor to continually inform their organization with best strategies and practices for organizational leaders. The unique and intricate interplay devised by Henri Fayol and the four functional principles serve as an immovable framework in organizations worldwide. As one looks into the future, the lessons learned from history function as a beacon that guides them through the intricacies of both management practices and modern businesses.

## Work Cited