**Fayol Summaries**

**Higer Technical Education:**

In this topic Henry Fayol raises concern about the education provided by higher education system. But the factors that he describes are very much can be related to any industry and for any manager. According to Herny Fayol, in France the universities teach mathematics as one of the main subjects of higher technical education and mathematics is being misused. Also the length of the courses are hindering the students of the university. And the universities are teaching only technical accepts of the industry and they are ignoring the necessity of the other topics like finance, commerce and physical and moral qualities. But when the students start working in the real industry, as managers for example, they do not have qualities and knowledge of which engineers and industrial leader must posses. And qualities like Initiative, Drive, Sense of proportion, Acceptance of responsibility, Sense of Duty etc. lead to great value of a manager or an industrial employee. But universities attention is only directed to, so called, technical education.

Undoubtedly the engineer needs sound technical training and must be possessed of general ideas sufficient to enable him to acquaint himself with technical activities, but once he starts working as a manager, the industry expects him to have managerial ability (plan of action, selection, organization etc.,) of which he did not get any education from the universities.

*Misuse of mathematics* is being done in education, in the misconception that the more is known of them the better the aptitudes of business management, and that study of them, more than anything else, develops judgment. Through his vast experience, Fayol explains that the use of higher mathematics counts for nothing in managing business and that engineers scarcely ever refer to them, so he wishes the syllabus to be curtailed and ideas on management should be introduced into education. The Chairman of Congress, M.Haton, also supported Fayol’s opinion.

*Length of course* is also the factor that contributes to poor education system. According to Fayol, future engineers are spending a lot a time in schools, which is responsible for restless body and mind. Before 1900’s the students of universities had to spend a lot more years to attain a higher education. Thanks to Mr. Fayol, the number of years are reduced to 4 years, so when the students are at younger age, 21 or 22, they have more energy, which is very useful for the industries.

Fayol advises the future engineers to gain more managerial ability, as even for a beginner the industries expects him of having experience with all fields not only technical field. Also he wants the engineers to develop professional attitude, which will enable them to attain higher position in professional life and not to ignore personal satisfaction.

**Principles of Management:**

In this topic, Fayol discusses about the important principles of management, which are basic essential qualities for a manager to posses in order to become successful. Those principles can be summarized as below.

* *Division of work*: the object of this principle is to produce more and better work with the same effort. So one person does the same work assigned to him so manager needs not concern or pay attention to employees work, as it’s nothing new that employee is performing.
* *Authority and responsibility*: authority is the right to give orders and sanction specific amendments to increase productivity. And it should not be misused, and it goes hand in hand with responsibility. There responsibility to make good choices leads to fear in many managers, which destroys many good qualities.
* *Discipline*: Discipline plays an important role to run any organization smooth, and thus leads to prosperity. However leaders play an important role to inspire the members of the organization about the importance of discipline. In order to bring discipline within the organization employees must be satisfied with the agreements and policies made.
* *Unity of Command:* One employee must have only one superior and there must be a well-defined unique role and responsibility for every individual with in the organization. Repeated responsibilities can cause misunderstanding, uneasiness and disorder with in the organization and thus wither away the goal of an organization. Dual roles can be reduced with perfect demarcation of the departments.
* *Unity of direction:* There could be many teams or departments within an organization working closely with each other but every team should work having one goal in mind. In such cases synchronization is very important between teams to understand each other. Thus a tree like structure makes prefect match, where each team will have a head and a manager for all such heads. This will avoid misunderstanding the goals of the organization.
* *Subordination of individual interest to the general interest:* It is not possible to satisfy each and every member of an organization, so it is very important to give priority to the common interest of the organization rather than an individual. However ignorance, selfishness leads individual interests to dominate general interests of the organization.
* *Remuneration of personnel:* Every individual in the organization is paid for the services he/she renders. The mode of payment plays an important role in creating satisfaction among the employees, however this is a major challenge within the organization and this has tried to be solved in many ways. The rate should be fair enough and should be agreed between the employer and employee. Employers should not take advantage of the employees and appreciation must be carried out ethically and choose a proper mode of payment. One mode of payment depends on the time spent and the job that workers do. However there effectiveness varies with circumstances and superiors. Another way is to grant bonuses to the employees depending on the profits of the company.
* *Centralization:* The question of centralization is matter of proportion. In small organization it is easy to achieve, but in large organization as the length of scalar chain is long, it is hard to achieve, as the information, intentionally or unintentionally, can be interpreted in wrong way. So the manager should be able to maintain a proportion between centralization and decentralization.
* *Scalar chain (line of authority):* Scalar chain is the chain of superiors ranging from the ultimate authority to the lowest ranks. The employees of different departments should be able to communicate with each other by eliminating the need of going through all levels of management hierarchy. But the managers should be able to take responsibility of their brigade.
* *Order:* Having a perfect material and social order is very important for a company. “A place for everything and every thing in its place” is a fundamental in material ordering but putting a thing in the right place is accurate than putting a thing in its place. Also in social order “the right man in the right place” is considered as a motto. But social order demands precise knowledge, which must be possessed by the manager, as the balance between human requirements and resources should be maintained.
* *Equity:* The manager should posses desire for equity so to encourage the employees to carry out duties with all devotion and loyalty. And he should be able to develop this quality throughout all levels of the scalar chain.
* *Stability of tenure of personnel:* In all levels of management, including managing position, every one needs time to fit into and time to understand the work so as to perform up to standards, which in turn increases the productivity. Unless it is unavoidable (because of matters like death etc.) the employees should be given a time. So a manager who can stay with the firm, even though he does not posses great qualities, can become an asset for the company rather than a highly skillful manager who cannot stay.
* *Initiative:* The manager should have the capability to take initiative, a power of thinking out and executing the plan to achieve higher success and productivity. The *zeal* and energy of all levels of employees should be developed or increased by the initiative or motivating skills of the manager. The principles of Authority and Discipline play a vital role to be initiative.
* *Esprit de corps:* Every business moves ahead with a motive “union is strength”. All division of employees of a business should glue together, work together, and “divide and rule” should be applied to the companies, which are competitive, but not to the own companies. Also wherever possible use the verbal communication instead of written.