

## **THE MAIN PROVISIONS OF A. FAYOL'S CONCEPT IN MANAGEMENT**

In the modern world, where speed, efficiency, and productivity are key factors of success, effective time and resource management is becoming increasingly important. This is particularly crucial in the context of management, where leaders must be able to properly allocate their time among various tasks and priorities. One important tool that helps managers better organize their work is the concept of A. Fayol. This concept provides a framework for classifying tasks according to their importance and priority, allowing managers to effectively manage their time and attention.

Henri Fayol (1841–1925) was a French engineer and scientist. After graduating from mining school in 1860, he began working at a large metallurgical conglomerate, where he later became the general manager. In this conglomerate, Fayol developed and implemented a streamlined production management system. At the core of this system was an administrative doctrine that defined the essence of administrative functions, their purpose, principles of administrative management, and so on. Fayol's main theoretical conclusions regarding the improvement of management are set out in his book "General and Industrial Management" (1916). His works "Scientific Organization of Labor" and "Positive Management" are also well known.[1]

Fayol's concept was based on the premise that every enterprise has two organisms: material and social. The former includes labor itself, labor resources, and labor objects collectively, while the latter refers to people's relationships in the labor process. These relationships became the subject of Fayol's research.

He sought to justify the necessity and possibility of creating a special science of human management as part of the general science of enterprise management.

According to Fayol, management means leading the enterprise to its goal by leveraging the capabilities of all available resources.

In Fayol's view, administration is part of management, which includes six main groups of management activities:

1. technical and technological (production, manufacturing, processing);
2. commercial (procurement, sales, exchange);
3. financial (raising capital and effective management of it);
4. security (property and personal protection);
5. accounting (inventory, balance sheets, production costs, statistics);
6. administrative (forecasting, organization, command, coordination, and control) [2, c. 2].

In the world of management and organizational development, there are key principles that help managers effectively organize their work and achieve goals. One of the most important sets of such principles is the concept of A. Fayol. These principles have become the basis for many companies and are recognized as essential for success. The scholar formulated 14 fundamental principles:

1. Division of labor: specialization is natural. The goal is to perform larger and higher-quality tasks with less effort.

2. Authority and responsibility: authority is the right to give orders, responsibility is its counterpart.
3. Discipline: obedience and respect for agreements between the company and its employees.
4. Unity of command: workers receive orders from only one immediate supervisor.
5. Unity of direction: groups acting towards a single goal should have one plan and one leader.
6. Subordination of individual interests to the general interest: the interests of one should not outweigh those of the organization.
7. Remuneration: fair pay for service to ensure loyalty and support for the organization's policy.
8. Centralization: a natural state, but the degree varies depending on specific conditions.
9. Scalar chain (hierarchy): a chain of command from top to bottom.
10. Order: everything has its place.
11. Equity: a combination of kindness and justice.
12. Stability of tenure of personnel: high turnover reduces organizational efficiency.
13. Initiative: developing and implementing plans adds strength and energy to the organization.
14. Esprit de corps: harmony among personnel is a source of strength [2, c. 3].

Thus, A. Fayol's concept reflects a set of key principles that are important for successful management and organization of work processes in the modern business environment. These principles define fundamental approaches to task allocation, defining authority and responsibility, ensuring discipline, promoting unity of direction and corporate spirit, and other aspects necessary for successful organizational operation. The application of these principles can contribute to increased efficiency of team work, improved interaction between employees and management, and achievement of strategic goals of the company. Thus, the use of A. Fayol's principles can pave the way for successful functioning of the organization and achievement of stable development in a dynamic business world.

## **REFERENCES**

1. <https://osvita.ua/vnz/reports/management/15388/>
2. [http://4ua.co.ua/management/va3ac68a4d43a88521316d27\\_0.html](http://4ua.co.ua/management/va3ac68a4d43a88521316d27_0.html)