

## CONTRIBUTION OF HENRI FAYOL TO THE PRACTICE OF MANAGEMENT

The exploration of the problems of scientific management, which flared up at the beginning of the 20th century and focused its attention on the activities and specialization of the quarry, was faced with the need to analyze the motives and fundamental principles of the function respect for the organization as a whole.

It is a classic school of management to learn that the necessary minds ensure the successful operation of a company: further, the formulation of a system of company goals, clearly communicated to every worker, motivation of personnel based on the assessment of the contribution of skin care delve into the achievements of the goals set.

The classical (administrative) school of management (1920–1950 pp.) was initiated by Henri Fayol, who is often called the father of management. Engaged in learning the roles and functions of managers. Fayol was a cherver of the institutional level of management, leaving cherev of a French coal company. Other leaders of the administrative school, such as Lindan Irvik (food management consultant in England), James D. Mooney (working for General Motors), were also practitioners. Fayol saw five main functions in management: planning, organizing, ordering, coordination and control. At the ambushes of Fayol's rozrobok at the 20th pp. The concept of the organizational structure of enterprise management, the elements of which is a system of interconnections, continuous interconnections of actions - the management function, was formulated.

The administrative school (classical theory of organization) developed approaches to improve the management of the organization as a whole. Representatives of this school (A. Fayol, M. Weber, L. Urvik, C. Bernard) tried to see the underlying characteristics and patterns of organization management as a whole. The purpose of their research was to see the “universal principles” of management that help organizations achieve success

Henri Fayol made a great contribution to the theory of management by developing the “backward approach” to administration and formulating the principles of administrative theory. They define the functions, principles and elements of control.

Their investigations came not from the American, but from the European, French, and the organization and management of production. Emphasis is placed on the management process itself, which is viewed as a function of administration designed to assist administrative personnel in achieving the goals of the organization.

Fayol’s concept was based on the principle that every enterprise has two bodies: material and social.

The first includes the work itself, the characteristics of the work and the objects of the work in their totality, while the other takes into account the commitment of people in the process of work. These notes became the subject of Fayol’s research, so he clearly delimited the area of his research.

Fayol argues that administrative functions originate in any peer organization and they are succeeded by the workers themselves, and above all by the administrative hierarchy, especially by the administration neutrality. We have tried to formulate the benefits before professional training for robot workers, masters, kernel shops, directors and other kernel workers.

Fayol is also considered one of the creators of the system of principles of the human factor in the field of production and management, as well as one of the first scientists who brought respect to the nutrition of human resources among the team between farmers and

other people. Let's relax, stay calm. This created an incentive for further research in the sphere of mutual interaction between the formal and informal subsystems of the organization.

Administration, according to Fayol, includes six main groups of management activities present in all industrial enterprises:

- technical and technological (virgination, production, processing);
- commerce (purchase, sales, exchange);
- financial (capital acquisition and effective management);
- security (protection of power and physical persons);
- regions (inventory, balance sheets, production costs, statistics);
- administrative (transfer, organization, order, coordination and control).

Fayol called the management of over insurance operations undercover management. However, not all six groups of operations became the subject of this study. Of the six types of activity, Fayol clearly examined only management, as other types knew how to do well. Technical, commercial, financial and other operations are considered by Fayol only to be the object of an infusion of administrative functions. He doesn't see them on his own.

In the important world of successful management lies, behind Fayol, due to the knowledge of his skills and talent.

Given the needs needed by managers, this reinforces the idea that every manager will require "special knowledge" that is specific to any function, be it technical, financial or otherwise. sha. By the way, the skin manager demanded the following benefits and benefits:

- physical qualities: health, energy, agility;
- rosum's qualities: the ability to understand and understand, judgement, rosum energy and the ability to adapt;
- moral values: energy, resilience, willingness to take responsibility, initiative, loyalty, tact, integrity;
- outside lighting: outside knowledge of nutrition, which does not depend on the assigned function;
- special knowledge: specific to the function, be it technical, commercial, financial, organizational, etc.;
- evidence: knowledge that is the result of diligent work. This is the knowledge of the lessons that you have learned independently from speeches.

The classification of management principles proposed by Fayol gave order to the management process. Fayol emphasized the universality of management principles, without interfering with their stagnation in the sphere of production. Fayol is aware that the system of principles he laid down cannot be completely formulated. You must be kept open for additional changes based on new evidence, analysis and further changes.

Thus, Fayol was a follower of the learned school, practical learning, as well as natural talents and abilities. Fayol emphasized that the happy ceramicist is guilty of high integrity and morality, which in the current light of moral relativism appears at first glance to be overly pretentious and old-fashioned. However, a closer look at this situation shows that what Fayol is talking about here about the moral basis of business activity, the need for such a thing becomes increasingly obvious.