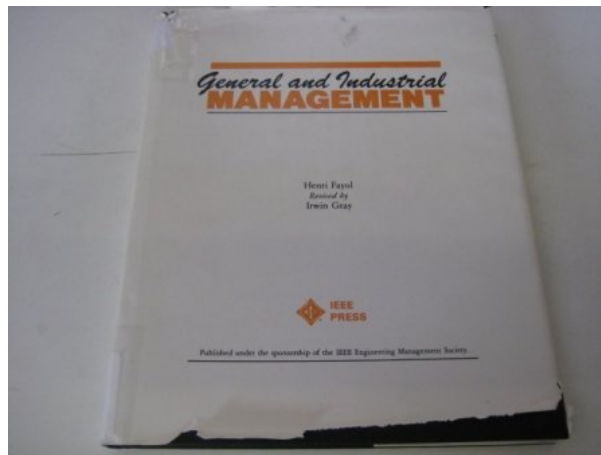
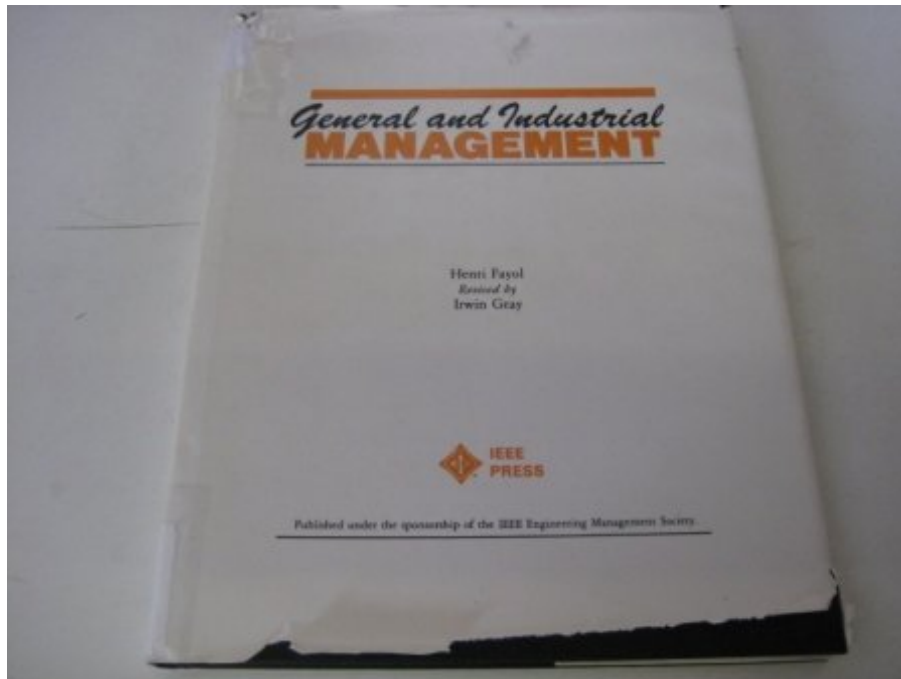


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4 of 4 people found the following review helpful.

Foundation of modern management

By Bas Vodde

Henri Fayol's General and Industrial Management is one of the foundation works on modern management. It is amazing how much of Fayol's things you can see in today's organization, especially considering the book is nearly 100 years old. It is astounding and also very sad that so little has changed. This translation of Fayol's original work by Irwin Gray is a re-ordering and slight editing of the original. Unfortunately, the small additions by Irwin Gray annoyed the hell out of me as the sentences he added were mostly pretty obvious and didn't improve the text. For example, I wouldn't expect a book written in 1916 talk about MIS systems.

The book consists of 9 chapters of which 8 come from Fayol's original book. The first chapter doesn't and it is an introduction chapter that defines several schools of management after which it explains the re-organization of the book. The next chapter defines the six standard functions of an organization and their definition. The last function is the management function, which is the only one that usually doesn't have it's own department but is interwoven in the other departments. After this Fayol introduces the five responsibilities of management.

The next five chapters are the five responsibilities of management: Planning, Organizing, Coordinating, Commanding and Controlling. Each of the chapters dive into the particular management responsibility, for example, the organizing chapter dives quite deep in the organizational chart, how it works and why it is created. The next chapter consists of the fourteen principles of management. I believe these principles were the first in the original version of the book. The principles are: 1) Division of Work, 2) Authority and Responsibility, 3) Discipline, 4) Unity of Command, 5) Unity of Direction, 6) Subordination of Individual Interest to General Interest, 7) Remuneration of Personnel, 8) Centralization, 9) Scalar Chain, 10) Order, 11) Equity, 12) Stability of Tenure of Personnel, 13) Initiative, and 14) Esprit de Corps (alignment). The last

chapter covers the skill needed of personnel and the need for management education.

The book was quite amazing mainly for its relevance today. When it was written, it was probably modern. Now, I'd probably call it old-fashioned yet not obsolete. Reading it enables you to better understand why things today are the way they are today. People often assume they have always been the way they are, but they weren't. A lot of "common knowledge" was originally introduced by Henri Fayol. All in all, I would have given the book five stars, especially for people interested in history of management. However, I was quite annoyed with some of the added sentences and thus will leave it with 4 stars. Excellent for understanding why organizations today work the way they do.

1 of 2 people found the following review helpful.

The Premier Management Classic

By HighlyDiscerning

"General and Industrial Management" published in 1916 by Henri Fayol is the supreme granddaddy of all modern management books. Though obscured by WWI and Frederick Taylor's better known "Principles of Scientific Management [1911]," Henri Fayol's ideas and principles were at least 50 years ahead of his time. As valid today as they were in 1916, his managerial concepts have stood the test of time with few additions or revisions. This book is an absolute must for any serious leadership student and laid the foundation for more contemporary (1950s forward) management thinkers.

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