

# FAYOL VERSUS ZARUSKI – COMPARATIVE APPROACH TO MANAGEMENT PRINCIPLES

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## **Introduction**

In management theory, the Fayol principles seem to be well-known but often discredited as outdated and of the nineteenth-century nature (though they were invented after the beginning of the twentieth century). In the description of rules constructed by Fayol one can see the respect to a human being. Many of those rules are still considered as crucial in management as far as the essence of organizational activity is concerned. Although some of them may be discussable – for example unity of command versus matrix organizations of 21st century – it should be noted that Fayol's attempt to provide these principles was considered as one of the first endeavors in those days. There were other people, though, who not only established principles, but also implemented them – Zaruski, Nansen, Amundsen or Scott.

It is surprising, however, that the two men, Fayol and Zaruski – they did not know each other – came to similar conclusions. The Polish organizational practice and French theory of organization met and despite the different method gave almost the same result. Fayol observed the reality of the organization functioning, he described, analyzed and came up with the principles on the basis of what he had seen; he observed the action and described it. Zaruski thought, planned and implemented his ideas into real live functioning; he described thoughts and enacted them. Zaruski deserves appreciation because he designed and enforced the Mountain Rescue Team (MRT) without any guidance or principles. Moreover the social context requires emphasis – Zaruski's opus magnum was invented not for earning money or to optimize somebody's profit. It was to create and constantly improve the service to society functioning at the beginning of XX century. This is the reason why the idea requires expansion. Mariusz Zaruski started Tatra Voluntary Rescue Team (Pol.: TOPR) in Zakopane October 29, 1909. At first it was named the Mountain Rescue Team – [Zaruski, Oppenheim, 1994] Zaruski was a strong and outstanding personality, he had his own views on the nature and objectives of mountaineering [Paryski, 1958, p. 8]. He issued the first Polish winter guide to the Tatra mountains and the first map of the ski areas there, which is also the first Polish map of avalanche routes. [Paryski, 1958, p. 7].

In the early twentieth century in Poland there was a brake off with the traditional mountaineering in the Tatra (with a guide), which resulted in an increased number of accidents (including fatalities), and disappearances. In response to that there were expeditions spontaneously organized, improvised, but "Preparing for it took up so much time that the unfortunate tourist could easily die before the expedition set out from Zakopane." [Zaruski, 1958, p. 248] In such circumstances Zaruski founded the Mountain Rescue, collected funds, efficiently managed, developed rules of working and relaxation, established a logo (blue cross on a white background), and the communication system in the mountains (the so-called. Tatra eye telegraph) [Read more: Zaruski, 1958]. All of that made Zaruski an inspiration for this article.

## **Research Questions and Method**

The aim of the study is to analyze similarities and differences in approach to management principles designed by Fayol and designed and implemented by Zaruski. Theses are set as follows:

T1: the principles of Fayol and Zaruski are similar

T2: while creating MRT Zaruski fulfilled at least 10 of Fayol's principles

The research method is a comparative analysis [Carnegie, Napier, 2002] of the primary source – texts of Fayol and Zaruski. For the analysis, the texts of Zaruski were taken in original language – in Polish, the Fayol’s text was in English although it was originally written in French.

### Results and Discussion

Jules Henri Fayol [Wren, Bedeian, 2009, p. 211] identified fourteen principles of management, they are: the division of work, authority, discipline, unity of command, unity of direction, subordination of individual interest to the general interest, remuneration, centralization, scalar chain (line of authority), order, equity, stability of tenure of personnel, initiative and esprit de corps [Fayol, 1930, p. 56].

Table 1. Principles of Fayol and Zaruski’s approach to management

Principle	Fayol	Zaruski
<i>the division of work</i>	specialization	universality
<i>authority</i>	two types: 1. resulting from the position in hierarchy 2. personal	both personal, based on: 1. respect and 2. knowledge
<i>discipline</i>	is a result of good leadership, category derivative of liability, not command	based on self-discipline of boss and employees; category derivative of respect and above all responsibility towards employees
<i>unity of command</i>	employee should receive orders from only one superior	employee should receive orders from only one superior – the rule written in Regulation document
<i>unity of direction</i>	one supervisor and one program	military approach – it is forbidden to not meet the order, criticize the orders of the chief or refuse to go on the expedition.
<i>subordination of individual interest to the general interest</i>	proper supervisor example	the rescue operation, regardless of the weather, lasted until the effect, i.e. until the tourist or his corpse was found, or new messages received
<i>remuneration</i>	fair to both employees and employers	no doubt that Guard members would go to the mountains to save people without asking for payment, simultaneously MR should be voluntary, but detachment of the working people requires compensation
<i>centralization</i>	in small enterprises centralization is almost complete, while the larger needs gradual delegation	members of the MRT were absolutely subjects to the orders of the Head, who delegated depending on the situation
<i>scalar chain (line of authority)</i>	hierarchical; guarantees superior control over the execution of tasks, but in large structures prolongs the duration of the work	during the expedition orders were accepted without a word of objection – members of MR had to make such promise while joining the MRT
<i>order</i>	there is a place for everything and everything in its place, the same with workers.	there is a place for everything and everything in its place, the same with volunteers.
<i>equity</i>	justice is understood as an exercise of the established rules, which can be imperfect. Favour in relation to people is complementary to justice.	the ratio of the Head to the members of the MRT was characterized by great respect.
<i>stability of tenure of personnel</i>	the aim should be to reduce staff turnover particularly where the	changing manager often results in changes in working methods, which adversely reflects on the

	implementation of the tasks takes time	whole affairs of the institutions
<i>initiative and esprit de corps</i>	the task manager is to create an atmosphere of creative freedom in slipping own concepts and their implementation.	the MRT organization was an initiative to create the foundations of a professional, well-prepared and well-managed modern organization. Everything, except for nets, truck and personal gear, was originally designed and constructed on site

Source: [Fayol, 1930, Zaruski 1958]

Both theses stated are confirmed. The difference was recognized at the *division of work* principle. It results from the type of activity - it was not known which sub-team and who first finds the victim and in what condition the person will be. Looking at the methods by which Zaruski organized MRT, he basically fulfilled 13 management principles of Henri Fayol.

This fact should not be surprising, since the years of Zaruski's and Fayol's professional activity coincided at the beginning of the twentieth century. At that time there were only concepts of management and leadership. Zaruski did not present the principles of creating an organization in the form of a list of guidelines and recommendations, but the thought form of action is clearly visible in the books written by him.

#### Author Biography

**Assistant Professor PhD Eng. Magdalena Zalewska-Turzyńska** received her Ph.D. in Management from the Faculty of Management, University of Lodz, POLAND. At present she conducts research in the areas of communication, systems theory (Bertalanffy), organization and management methodology and organization efficiency and effectiveness. She has published over 40 refereed journal articles and book chapters. She has lectured in Polytechnic Institute of Beja, Portugal and serves as a project management consultant.

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