

M.P. FOLLETT

Follett applied social and political philosophies to management and business.

The nature of consent on which any democratic group is based is fundamental to her approach to management and these can be examined by the psychological factors underlying it.

Her Two Major Theories:

A. The Law of the Situation - applied to giving orders

1. Scientific management attempted to depersonalize orders - they were seeking the law of the situation

2. Fundamental Concepts

- a. The order should be the law of the situation
- b. The situation is always evolving
- c. Orders should involve circular not linear behavior

3. Processes of Social Situation

- a. Adjustment of man to man
- b. Adjustment of man to situation

"We must study the workman and the employer in their relation to the facts - and then the facts themselves become as active as any other part of the total situation."

Source. Follette, M.P. "The Giving of Orders" in Organization Theory. Pugh, D.S., ed. Penguin, 1971.

B. Coordination is all-important in organization and the central core of management

1. Most beneficial way of resolving conflict in organization is integration

- a. Integration - both parties examine different ways of achieving the conflicting objective
- b. Authority is a function of each person's responsibility and the situation

2. Four types of Coordination:

- a. By direct contact with people concerned
- b. A continuous process
- c. Found in the initial stages of endeavor
- d. A reciprocal relation of all aspects of the situation

M.P. FOLLETT (cont.)

Sources. Sedwick, Robert. Interaction. Prentice-Hall, 1974.
George, Claude. History of Management Thought. Prentice-Hall, 1968.