

Classical Management Theorists

Elton Mayo & Mary Parker Follett

Study Notes for Management Theory

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1 Elton Mayo (1880-1949)

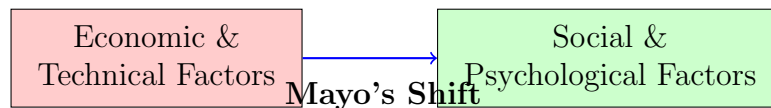
1.1 Overview and Background

Elton Mayo was an Australian-born psychologist and organizational theorist who revolutionized management thinking through his emphasis on *human factors* in workplace productivity. His work established the foundation for the **Human Relations Movement**.

"The major problems of the world today are not technological but human problems." - Elton Mayo

1.2 Core Theory: Human Relations Approach

Mayo's theory fundamentally shifted management focus from:



1.2.1 Key Principles

1. Social Needs Over Economic Needs

- Workers motivated by social relationships, recognition, and belonging
- Financial incentives alone insufficient for optimal performance
- Human dignity and social interaction crucial

2. Importance of Informal Groups

- Every organization has informal social structures
- Informal groups create own norms and communication patterns
- These can support or undermine organizational goals

3. Management as Social Facilitator

- Managers should facilitate rather than control
- Understanding group dynamics essential
- Creating supportive work environments

4. Communication and Participation

- Open communication between management and workers
- Worker participation in decision-making
- Leads to improved morale and productivity

1.3 The Hawthorne Studies (1924-1932)

The **Hawthorne Studies** conducted at Western Electric's Hawthorne Works in Chicago consisted of four major experiments:

Table 1: Overview of Hawthorne Studies

Study	Period	Key Finding
Illumination Studies	1924-1927	Lighting changes didn't affect productivity
Relay Assembly Test	1927-1929	Attention increased productivity
Mass Interviewing	1928-1930	Worker attitudes matter
Bank Wiring Observation	1931-1932	Group norms control output

1.3.1 Detailed Study Analysis

1. Illumination Studies (1924-1927)

- **Hypothesis:** Better lighting → Higher productivity
- **Method:** Varied lighting conditions for test groups
- **Result:** Productivity increased regardless of lighting changes
- **Conclusion:** Other factors influence performance beyond physical conditions

2. Relay Assembly Test Room (1927-1929)

- **Subjects:** 6 female workers in isolated room
- **Variables:** Rest periods, working hours, refreshments
- **Key Finding:** Productivity increased even when conditions returned to original
- **Implication:** Special attention and treatment motivated workers

3. Mass Interviewing Program (1928-1930)

- **Scale:** Over 21,000 employees interviewed
- **Focus:** Work experiences, attitudes, feelings
- **Discovery:** Worker attitudes significantly impact satisfaction and productivity
- **Innovation:** First large-scale employee opinion survey

4. Bank Wiring Observation Room (1931-1932)

- **Subjects:** 14 male workers observed for 6 months
- **Finding:** Workers restricted output despite financial incentives
- **Reason:** Informal group norms controlled productivity levels
- **Significance:** Revealed power of social pressure over economic incentives

1.4 The Hawthorne Effect

The Hawthorne Effect: The phenomenon where people modify their behavior when they know they're being observed or given special attention.

Formula: $\text{Performance} = f(\text{Attention} + \text{Recognition} + \text{Social Factors})$

1.5 Mayo's Key Contributions

I. Worker Behavior is Group-Influenced

- Individual productivity affected by group norms
- Social pressures often override individual motivation
- Workers conform to group standards

II. Importance of Supervision Style

- Supervisory approach impacts morale dramatically
- Supportive supervision & Authoritarian control
- Human-centered leadership more effective

III. Non-Economic Motivators

- Recognition and job security
- Interesting work and positive relationships
- Often more motivating than financial rewards

1.6 Criticisms of Mayo's Theory

Table 2: Criticisms and Counter-Arguments

Criticism	Counter-Argument
Methodological flaws in studies	Pioneering research methodology for its time
Over-emphasis on social factors	Balanced view needed, but social factors were neglected
Limited generalizability	Foundation for broader organizational behavior research
Assumes management-worker harmony	Highlighted importance of addressing conflict

2 Mary Parker Follett (1868-1933)

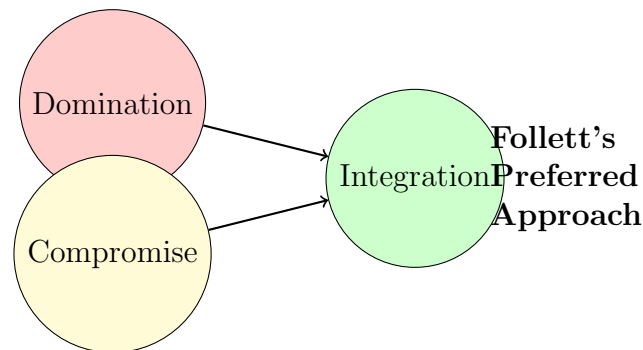
2.1 Overview and Background

Mary Parker Follett was an American social worker, management consultant, and pioneer of organizational behavior. Often called the **"Mother of Modern Management"**, she introduced concepts that were decades ahead of her time.

"The best leaders are those who know how to follow." - Mary Parker Follett

2.2 Core Philosophy: Integration and Collaboration

Follett's management philosophy centered on the concept of **integration** rather than domination or compromise.



2.3 Key Theoretical Contributions

2.3.1 1. Power Dynamics and Authority

Power-With vs. Power-Over

- **Power-Over:** Traditional hierarchical control
- **Power-With:** Collaborative power sharing
- Integration creates *power-with* relationships

Types of Authority

1. **Authority of Position:** Traditional hierarchical authority
2. **Authority of Knowledge:** Based on expertise and competence
3. **Authority of Function:** Derived from situational requirements

2.3.2 2. Leadership Theory

Follett distinguished between **leadership** and **domination**:

Table 3: Leadership vs. Domination (Follett)

Leadership	Domination
Facilitates group purpose	Imposes personal will
Develops others	Controls others
Creates followers who become leaders	Creates dependency
Integrates diverse viewpoints	Suppresses opposition

2.3.3 3. Conflict Resolution

Follett identified three ways to deal with conflict:

Method 1: Domination

- One side defeats the other
- Victory achieved through superior power
- Often leads to resentment and future problems

Method 2: Compromise

- Each side gives up something
- Neither side fully satisfied
- May not address root causes

Method 3: Integration (Preferred)

- Find solutions that satisfy all parties
- Creative problem-solving approach
- Addresses underlying interests, not just positions

2.4 The Concept of Integration

Integration is Follett's most significant contribution to management theory.

Integration: A method of conflict resolution where solutions are found that fully satisfy the interests of all parties involved, rather than requiring sacrifice from any party.

Key Elements:

- Understand underlying interests, not just stated positions
- Look for creative alternatives
- Seek win-win solutions
- Focus on common goals

2.4.1 Integration Process

1. **Identify Real Interests:** Go beyond surface positions
2. **Find Common Ground:** Discover shared objectives
3. **Generate Options:** Create multiple possible solutions
4. **Evaluate Solutions:** Test against all parties' interests
5. **Implement and Monitor:** Ensure solution works for everyone

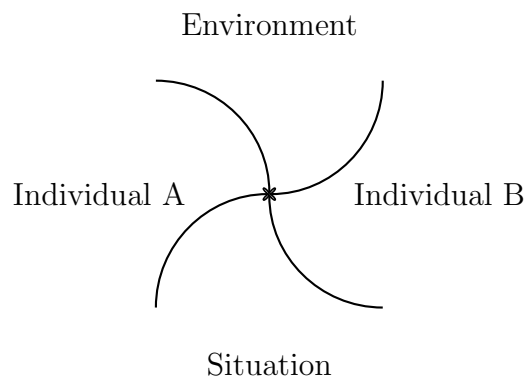
2.5 Organizational Democracy

Follett advocated for **organizational democracy** with these principles:

- **Participation:** All members should participate in decisions affecting them
- **Responsibility:** Authority should be matched with responsibility
- **Coordination:** Activities should be coordinated through integration
- **Education:** Continuous learning and development for all members

2.6 The Circular Response Concept

Follett introduced the idea of **circular response** in organizations:



Circular Response: Each person in an interaction is both influencing and being influenced by others and the situation simultaneously.

2.7 Follett's Laws of Organization

Law 1: Law of the Situation

- Orders should come from the situation, not from personal authority
- Reduce resentment by focusing on situational requirements
- Depersonalize commands and instructions

Law 2: Principle of Coordination

- Coordination should happen at all levels
- Early coordination prevents later problems
- Coordination is everyone's responsibility

Law 3: Unity of Command Reconsidered

- Multiple authorities acceptable if properly coordinated
- Functional authority based on expertise
- Situation determines appropriate authority

2.8 Modern Relevance of Follett's Ideas

Table 4: Follett's Ideas in Modern Management

Follett's Concept	Modern Application
Integration	Win-win negotiation, collaborative problem-solving
Power-with	Empowerment, shared leadership
Circular response	Systems thinking, stakeholder management
Law of situation	Situational leadership, contingency management
Organizational democracy	Participative management, employee involvement

3 Comparison: Mayo vs. Follett

3.1 Similarities

- Both emphasized human factors over purely technical considerations
- Recognized importance of social relationships in organizations
- Advocated for more democratic, participative management approaches
- Challenged traditional authoritarian management styles
- Contributed to human relations movement

3.2 Key Differences

4 Study Questions and Applications

4.1 Critical Thinking Questions

1. How do Mayo's findings about the Hawthorne Effect apply to modern performance management systems?

Table 5: Mayo vs. Follett Comparison

Aspect	Mayo	Follett
Primary Focus	Social needs of workers	Power relationships and integration
Research Method	Empirical studies	Theoretical analysis
Conflict View	Harmony through good relations	Integration of differences
Leadership Style	Social facilitation	Situational authority
Power Concept	Management understanding workers	Power-with relationships

2. In what ways do Follett's ideas about integration relate to contemporary conflict resolution techniques?
3. Compare and contrast the leadership approaches advocated by Mayo and Follett with modern transformational leadership theory.
4. How might digital communication technologies affect the informal group dynamics that Mayo identified?
5. Evaluate the relevance of Follett's "Law of the Situation" in today's knowledge-based organizations.

4.2 Practical Applications

For Mayo's Theory:

- Employee engagement surveys
- Team building activities
- Recognition programs
- Participative decision-making

For Follett's Theory:

- Collaborative leadership development
- Cross-functional team coordination
- Conflict mediation processes
- Stakeholder integration strategies

5 Conclusion

Both Mayo and Follett were pioneering theorists who recognized the central importance of human factors in organizational success. Mayo's empirical research provided evidence for the significance of social relationships and informal groups, while Follett's theoretical insights offered frameworks for understanding power, leadership, and conflict in organizations.

Their combined contributions laid the foundation for modern human resource management, organizational behavior, and collaborative leadership approaches. Understanding their theories remains essential for contemporary managers seeking to create effective, humane, and productive organizations.

Note: These study notes provide a comprehensive overview for academic examination purposes. For detailed analysis and current applications, consult contemporary management and organizational behavior textbooks.