

- how to reduce 'power-on' ?
 - integrating desires
 - obeying law of situations
 - functional unity : each has his function with commensurate authority and responsibility.

- Authority : vested power

subordination $\rightarrow$ $\downarrow$ dignity $\rightarrow$ $\uparrow$ friction

$\rightarrow$ can't be basis of organization

- function is true basis from which authority is derived
- each individual has final authority within allotted function
- authority can be conferred $\neq$ delegation $\rightarrow$ should be an obsolete expression
- like authority, function $\rightarrow$ responsibility
ask "for what is he responsible"
rather than "to whom is he responsible"
- cumulative responsibility $\checkmark$. Ultimate responsibility is an illusion.

- Control

- fact control rather than man-control $\because$ facts vary from situation to situation

- Correlated control rather than superimposed control :

$\because$ Situations are too complex for central control to be effective $\rightarrow$ control mechanisms should be correlated at many places in the organizational structure.

- unified orgn : self directing and self regulating organism
Control in such orgn = self control

Planning and Coordination — Read Prasad Pg 117

↳ scheme of self adjusting and self coordinating various interests.

coordination = "harmonious ordering of parts"

- ↑
 - reciprocal relating
 - direct contact
 - coordination @ early stages
 - continuing process

Leadership

- position
- personality
- function

→ becoming more important in modern orgs (knowledge of situation)

Leader?

↳ not the prez/WOD but one who can see the situation as a whole, coordinate, define purpose, anticipate, organize experience of the group and transform it into power

CRITIQUE

- social nature of processes ignored; only psychological aspects emphasized
- Baker : Follet wasn't a systematic writer — interesting ideas thrown ^{out} randomly : didn't conform with a theoretically well founded and integrated system.

But : contribution seminal and prophetic. Multi-dimensional focus, universal approach

Metcalf and Urwick : her conceptions were ahead of her time.

// post Weberian models of org : Pg 151 — Rumki Basu //

