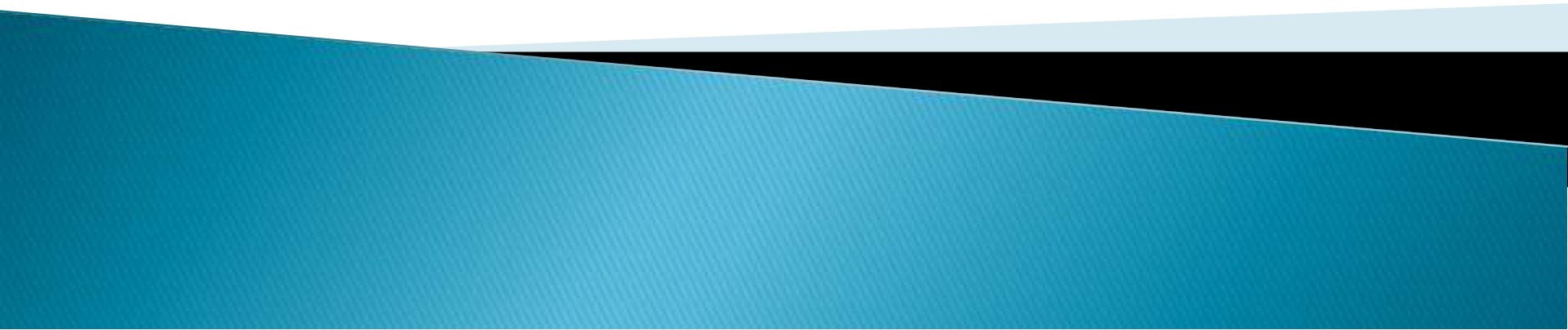
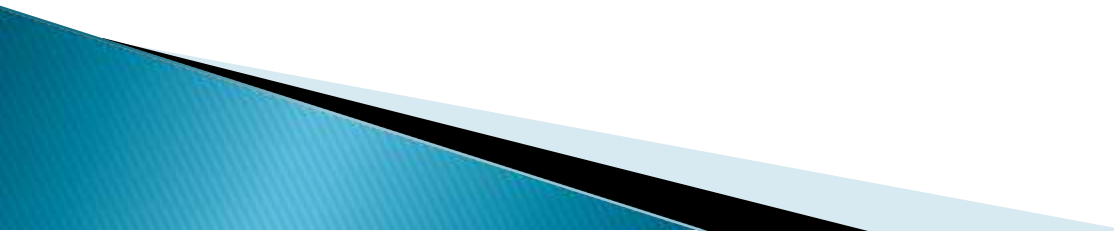


SOS POLITICAL SCIENCE AND PUBLIC
ADMINISTRATION
M.A.PUB.ADMN.201
SUBJECT NAME:ORGANIZATION AND MANAGEMENT
UNIT-III
TOPIC-PARTICIPATIVE MANAGEMENT

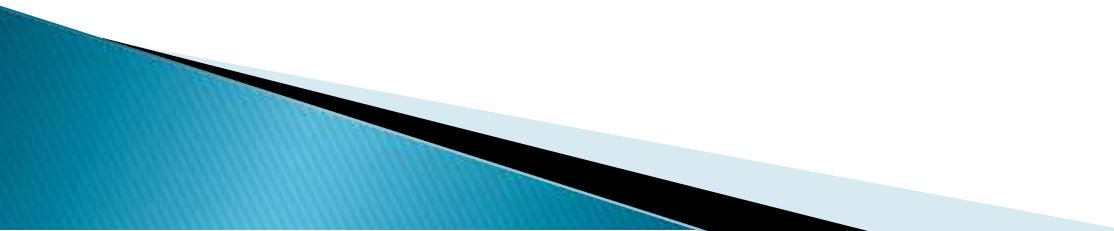


INTRODUCTION

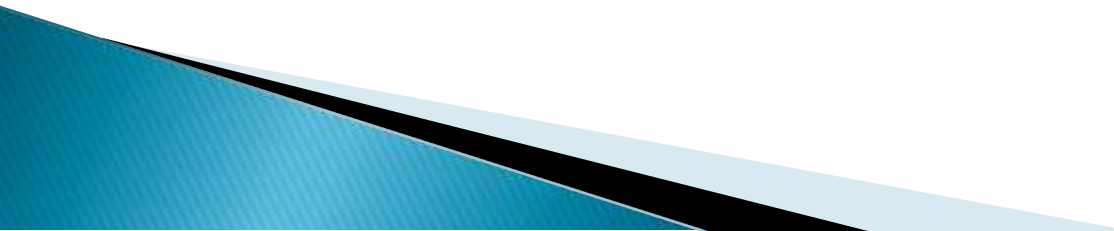
Participatory management is the practice of empowering members of a group, such as employees of a company or citizens of a community, to participate in organizational decision making. It is used as an alternative to traditional vertical management structures, which has shown to be less effective as participants are growing less interested in their leader's expectations due to a lack of recognition of the participant's effort or opinion.



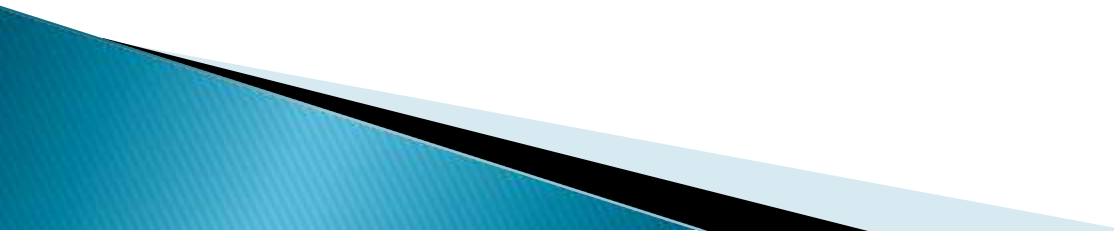
DEFINITION

- Newstrom and Davis define participation as “the mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them.”
 - Important features in the definition:
 - Mental and emotional involvement
 - Motivation to contribute
 - Acceptance of responsibility
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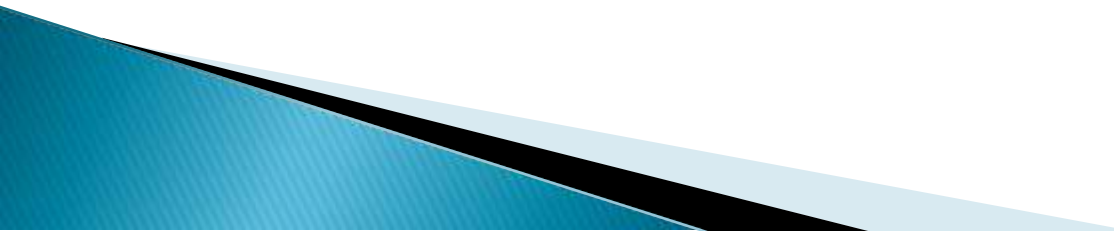
FEATURES OF PARTICIPATIVE MANAGEMENT

- Ethical Dimensions
 - Proper Channel of Communication
 - Empowers Employees
 - Recognition of Human Dignity
 - Psychological Satisfaction to Employees
- 

BENEFITS OF PARTICIPATIVE MANAGEMENT :

- Innovation and increased efficiency
 - Timeliness
 - Employee satisfaction and Motivation
 - Product quality
 - Less supervision requirements
 - Better grievance redressal
 - Hiring Flexibility
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ADVANTAGES OF PARTICIPATIVE MANAGEMENT

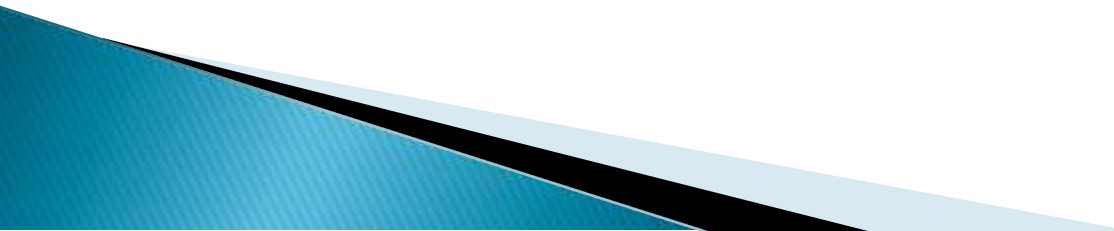
- Increase in Productivity
 - Job Satisfaction
 - Motivation
 - Improved Quality
 - Reduced Costs
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DISADVANTAGES OF PARTICIPATIVE MANAGEMENT

- Decision making slows down
 - Security Issue
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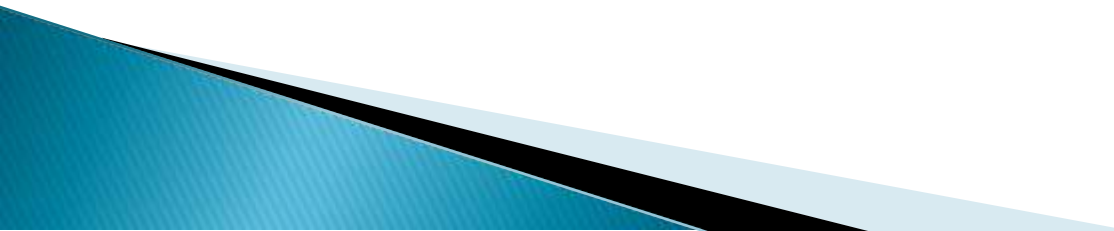
REQUIREMENTS OF PARTICIPATIVE MANAGEMENT

The participative management to work, several issues must be resolved and several requirements must be met they are...

- First, managers must be willing to relinquish some control to their workers; managers must feel secure in their position in order for participation to be successful.
 - The success of participative management depends on careful planning and a slow, phased approach.▪ Changing employees ideas about management takes time, as does any successful attempt at a total cultural change from a democratic or autocratic style of management to a participative style
- 

METHODS OF PARTICIPATION

Participation at the board level ,Participation through ownership ,Participation through complete control ,Participation through staff or works councils ,Participation through joint councils and committees ,Participation through collective bargaining ,Participation through job enlargement ,Participation through job enrichment, Participation through suggestion schemes, Participation through quality circles ,Empowered teams ,Total quality management ,Financial participation.



IMPORTANCE OF PARTICIPATION MANAGEMENT

Employees identify themselves with the work, which leads to improved performance . Employees feel motivated since they are involved in management. This leads to self esteem, job satisfaction and cooperation of employees with management. It reduces conflict and stress, resulting in more commitment to goals and better acceptance to change. It results in better communication as people mutually discuss work problems.

LIMITATIONS OF PARTICIPATION MANAGEMENT

- Employees may become too independent
- Occasional failure may demotivate employees
- Great difficulty in adjusting
- Rather than acting as partners, managers may play role of a judge and a critic
- Potential problems can be overcome by basic guidelines such as
 - Participation should move from simple issues to more complex one
 - Provide employees with adequate training
 - Do not force the workers to participate
 - Communicate clearly the areas of decisional freedom
 - Realistic goals must be set
 - The philosophy behind participation should always be kept in mind
 - Decisions should never be manipulated in the name of participation

PRE-REQUISITES FOR SUCCESSFUL PARTICIPATION

Strong Trade Unions – Existence of strong trade unions with creative & enlightened leadership is necessary for successful participation.

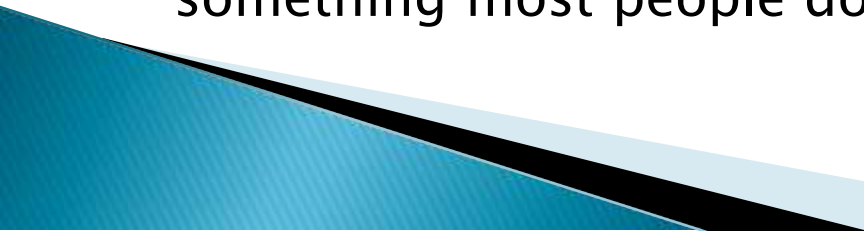
Favorable attitude of Management – The attitude of management should be progressive & democratic. Due importance should be given to employee's views and suggestions.

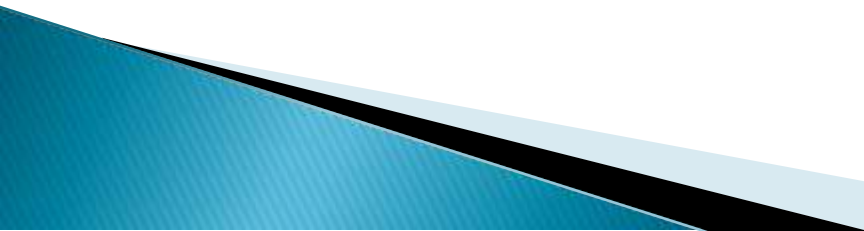
Clear Understanding of Objectives – Employers & employees should have clear understanding of objectives of the participation. Participative management should not become a formality.

Education & Training of Workers – Employees & their representatives should have adequate technical, financial & managerial knowledge.

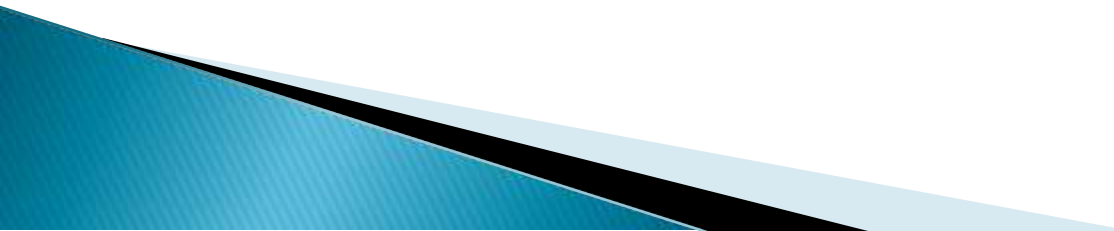
Voluntary Participation desirable – Participative management should be voluntary & not compulsory. Employees voluntary participation largely influences the success of participative management.

SKILLS REQUIRED FOR PARTICIPATIVE MANAGEMENT

1. Interest and concern. Some people prefer to be told what to do.
 2. Recognize and enhance talents in others. Some people fear they will lose power if they build others.
 3. Recognize and work around weaknesses in others. Some people are so irritated by deficiencies of others that they cant they cant recognize and work with their strengths.
 4. Communication particularly listening. We often would rather inform than become informed.
 5. Conflict resolution. It is easier to create a conflict than to resolve one. It usually requires forgiving others something most people don't do well.
- 

6. Self-control. Getting the best out of others requires controlling our selves our habits, anger, self-serving tendencies.
 7. Negotiation. It can seem difficult to negotiate when we already have the power to simply decide and act.
 8. Compromise. We often must compromise short-term personal or departmental goal's to achieve a company goal or help another achieve a personal goal.
 9. Synergy. The PM process relies on the belief that $1 + 1 = 3$.
 10. Teach ability. When the team answer is different than our preconceived desire we must learn from the team.
 11. Flexibility. We must learn from others and then implement the better alternatives.
 12. Correction. The PM process constantly makes it clear that, I was mistaken, I didn't think of everything, I wasn't considering another's viewpoint, etc. Most people don't like this process.
- 

SYMPTOMS OF PARTICIPATIVE MANAGEMENT SHOCK

- 1 They cant understand. This PM stuff doesn't make sense. This usually means that participative management is so foreign to their perspective that they cant even picture it working.
 2. Anger. They may say, I don't like people questioning me particularly those who report to me, or Don't you think I'm capable?
 3. Conflict. Some people see their right for input as an opportunity to argue, criticize and condemn, show that they are smarter than others, lobby for their own goals and interfere with others getting theirs, and cause general conflict. Leaders have to guide the process and avoid an impasse.
 4. Authority. Give me the authority I need to do my job. You're micro-managing.
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STRUCTURE

Participatory management can have formal or informal structure. Some evidence suggests that formal structures lead to higher degrees of participation than informal structures (Somech 2002)., participative management can be classified into six types: 1) participation in work decisions; 2) consultative participation; 3) short-term participation; 4) informal participation; 5) employee ownership; and 6) representative participation. (Anon 1997)

MAIN BARRIERS

Barriers to PM are usually of three types: controllable, uncontrollable and capable of being influenced.

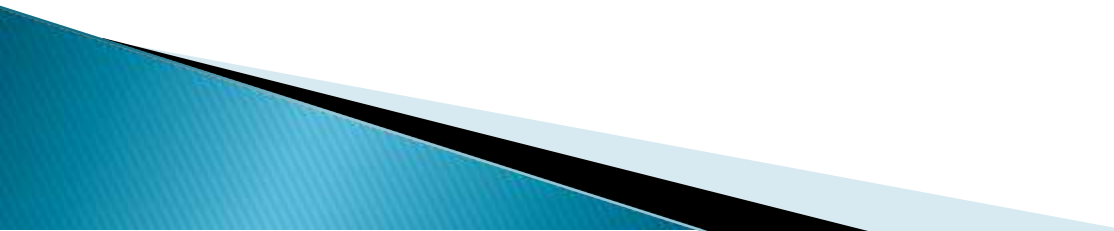


PARTICIPATIVE MANAGEMENT: Theory and Implementation.



APPROACHES TO PARTICIPATIVE MANAGEMENT

The different approaches to workers' participation are put under the following broad categories:

1. Syndicalist– Guild approach;
 2. Socialist approach;
 3. Gandhian approach;
 4. Eclectic approach;
 5. Reformist approach;
 6. Marxist approach; and
 7. Plurastic approach
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CONCLUSION

Participative Management is universally recognized concept but still most organizations hesitate to adopt it. Through this style of management contain both the parties, employer and employees, are satisfied. It brings management and employees closer and thus, should be adopted open heartedly.

