Indian Institute Of **Technology** Delhi **Presents** Under the auspices of National program on **Technology Enhanced Learning NPTEL** (An MHRD initiative) **TECHNOVISION Educational Technology Services Centre** IIT DELHI **PRESENTS** A Video course On **Management Science** BY **Prof. Amerada Sharma** Department of humanities and Social Sciences, ITS DELHI Lecture # 12 **Participative Management** & Team Working

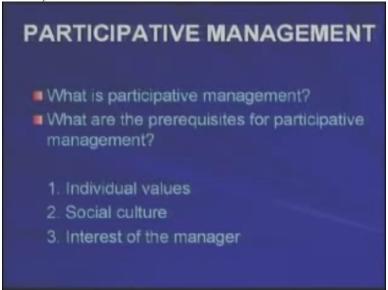
We have already discussed about the industrial relation system and team working, little bit of team working in our earlier discussions. Today we are going to discuss participative management and team working in organizations.

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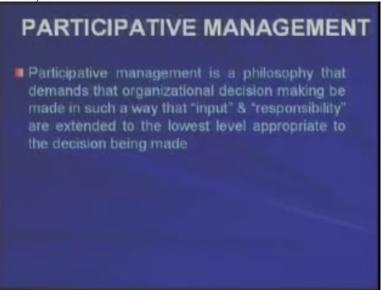
Which is an extremely important path of managing employees in the organizations of today? Let us see what are the issues that we are going to discuss today.

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First we will discuss what is participating management? Then what are the prerequisites for participative management? And in this discuss the individual factors, the social and cultural factors and the interest of mangers, when we are looking at participative management.

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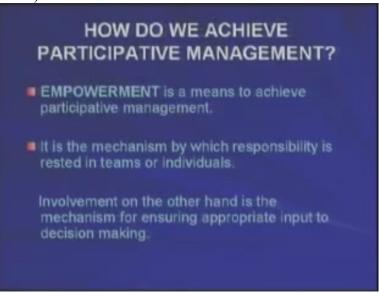


It is many things at the same time, it is a philosophy that demands that organization, organization makes decision keeping in view others in your and the organization decision are made in such a way that, the input and the responsibilities are actually extended lowest level of employees are in fact you know all employees in decision making. (Refer Slide Time: 02:56)

PURPOSE OF PARTICIPATIVE MANAGEMENT The purpose of participative management is to ensure that effective decisions are made by the right people.

The purpose of participating management does is to ensure that effective decision making has done for the whole people and perhaps in a by the right type of people for the right type of situation.

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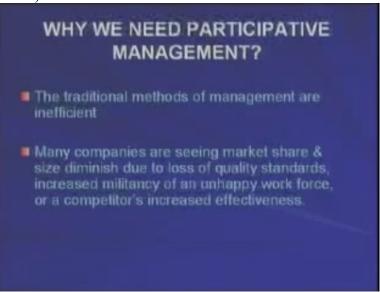
We also talk about participative management and how to achieve it? In terms of empowerment and in term of involvement of employees, empowerment means how to achieve participative management by empowering the employees, it is an mechanism by which the responsibility is shared and it is rested in the teams or the individuals, involvement can be either by the people, by the managers, or by the other employees.

And the mechanism actually is to ensure the appropriate input in decision making by all employee is including the manager and the lower level employees, so in participating management the issue that we are trying to look at his how to involve people at every level, so that better decision could be achieved and better performances standard could be achieved. (Refer Slide Time: 04:32)

HOW DO WE ACHIEVE PARTICIPATIVE MANAGEMENT? Thus, empowerment & involvement become the building blocks for a participative management philosophy. How to achieve participative management? EMPOWERMENT INVOLVEMENT

So how to achieve participative management Thus in a for many situation personal analysis, does empowerment involvement become important building blocks as we have discussed for participative management philosophy, and to achieve participative management, we have to design systems.

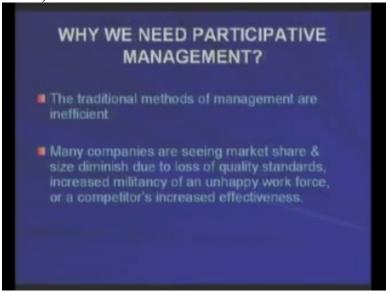
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In which we have people coming forward therefore coming with their ideas and the, they have great endocehason to actually participate in decision making, so why participating management, we have try to answer the question in certain ways, but let us look at this issue once again, the traditional method of this management are perhaps well we can say inefficient or not really very much.

In a matching with the expectation of a people today in organization Because today everyone expects that our should be asked you know about whatever is going on around me all over it effects me or whatever the organization is trying to do, so in view of this we can say that is traditional methods are actually not very efficient and many companies are actually seeing.

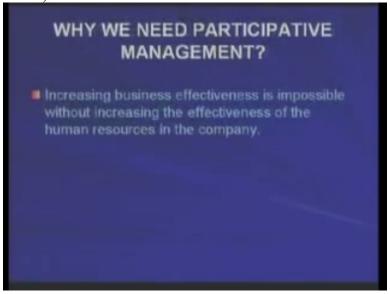
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Market share and the size that diminished due to lots of a day quality standards and increased and increased you know military of an unhappiness in the work force, and of course the competitors which increase and because of this the organizational effectives, effectiveness gets effect it.

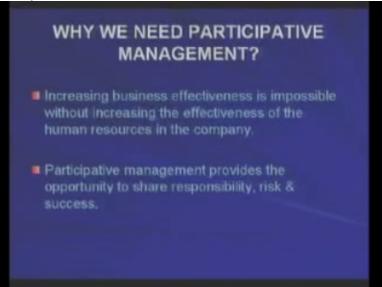
So in other wards we can say to increase a satisfaction to increase an effectiveness to increase effectiveness of the organization and perhaps to achieve overall qualities. Standards we need participative management, we have talk to but this satisfaction they shows of satisfaction issue of quality and productivity the issue of commitment and involvement in some of our earlier lecture. So we can relate those, those issues here to understand that participative management is the requirement for today.

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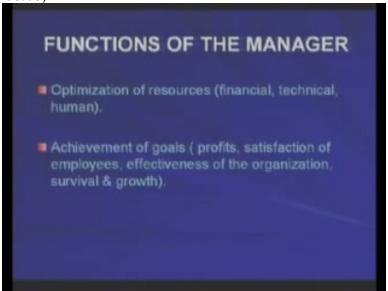
Again to look at why we need participating management we have to understand that increasing the effectiveness of the organization okay that we cannot actually achieve increasing effectiveness of a organization without understanding the human resources of the company. If we have really achieve the competitive advantage then we have involve people in decision making. And that is why it becomes you know perhaps the need of our.

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That we must in our participative management, participative management also provides this opportunity to share that responsibility risk and success. Which we do jointly so all grips are involved in decision making

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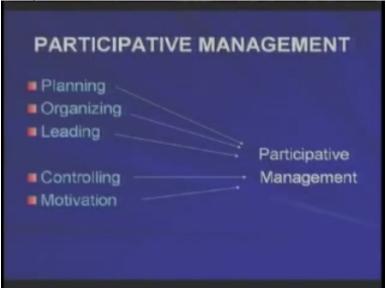


And here we will talk about the function of managers in the earlier lectures we have discussed about the functions of the mangers. And we have seen that he manager has to actually comply with so many situations and so many functions and optimization in resources which are financial technical and human resources the three major resources we are talking about here. Which we wards is speaking the beginning of the cores.

These are the three important disasters which we have to optimize and the achievement of goals, goals in terms of profits satisfaction of employee's effectiveness of the organization and this survival and goal with of the organization. So if we are trying to look at the effectiveness, survival and growth of the organization then we have to understand that participative management is one of the important.

We can say the systems through which we can achieve these two actually achieve the better organization and the competitive advantage we can say. And once again we come back.

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To the some of our earlier discussions we will talk about the managing and here we are saying that the participating management is also a part of the management function which we are talked about that planning organizing, leading, controlling, and motivating in our first lecture, first chapter, first chapter we can we will discussing in our managing has should some of this functions. Also are important for participative management.

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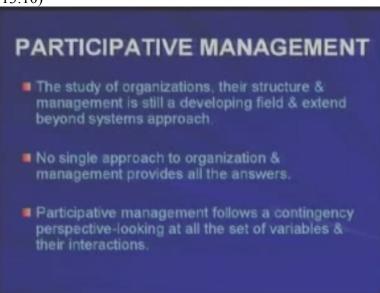
So this brings has to that when we are looking at participative management what are the different parameters that we have to understand. We have to understand organization characteristics has to what type of organization is it a small industry, large industry, medium industry and the organization of an atropine is it an industry that is the marketing form and educational form or manufacturing form are what are the business like is it own by government it is private sector all these are organization characteristics.

We talking about which will of course include also the type of work flow that the organization has that needs it is a work in that changes every day it is a work that is like in the process planned it is work that is design type, designed or it is a manufacturing, organization it is a consistency organization. Then what type of people are working there do we have literates semiliterate starting point.

Or do we have the graduate has the starting points has we have some of the software forms so participative management when we are talking about has to take into consideration many factors about the organization characteristics. Then we have the managerial culture, the type of attitude that the manager has it is participative culture of course is one thing. But then there are different types of attitudes and they philosophy the traditions that an organization might have so makes the managerial culture.

In an organization then the type of decisions that we make, are these decisions at the level of technical decisions on we talking about the decisions which relate to human relations the designing or at the level of policy making at the conceptual level. So what decision are we trying to make and so the managerial culture participative management becomes an important input in the way a manager has to actually perform in their organization and this is what is the discussion that we have having today about the managerial culture in further we are going to discuss the managerial culture of today.

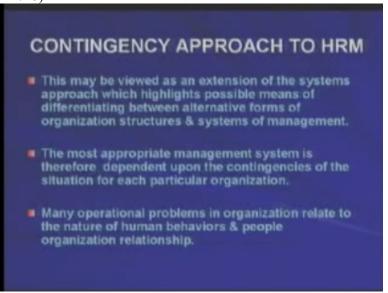
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So participative management as, as we are understanding is talking about de organizations there is structure and the management which is still developing and perhaps this is in the is beyond perhaps in the system approach in the since we are, are create in a the new systems for that and

no single approach of organizations perhaps is, is a the final word for us because the management, cannot provide in a set to everything we have to design a new approach for every situation including participative management and fallows a contingency approach as a result of all those you know factors because management cannot give the final answer to something so we use continues approach and we have to be looking at perhaps pro actively sometimes and we have to a set of variables and the interactions.

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So the contingency approach that we have discussed in the beginning of this course if you re collect the differs few lectures we will talking about that management has number of approaches and contingency approach is the one in which we are trying to see the situation and the number of variables which much in fact the overall functioning of an organization so the contingency approach to human resource management is important for managing and organization particularly if you looking at the, the concepts form.

Participative management point of view so this may be viewed as an station of the systems approach which highlights in the possible means of a perhaps in talking about the over all, overall system in the forms of organizational structure and the system of management and so the most appropriate management system is therefore dependent upon the contingencies is of the situation for each, each situation we can say are each organization we can say evenly we each perhaps department we can say so many operational problems in organizations these relate to the nature of human behavior the people and perhaps situation and technology.

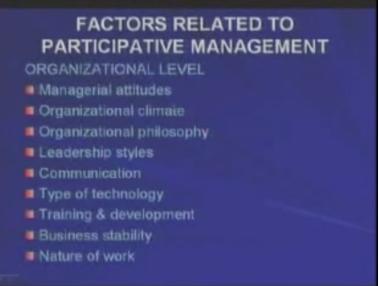
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And so on so, so the factors are which are related to participative management that we can see could be individual factors and organizational factors social factors and the, the national factors technical factors so there are many types of factors which will actually determine the style of managing including the style of participative management about which we have talking today so at the level of individual factors we have motivation have learning we have perception we have involvement.

We have satisfaction all this factors are there we are also talking about the awareness, expectation, interest and creativity all this factors will act at, at the individual level will further you know extend and will further factors about the individual level factors.

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Factors which are related to participative management at the organizational level we can see that the management managerial attitudes and important organizational climate is important organizational philosophy, leadership styles, communication, type of technology, training and development, business stability, nature of work all this an important about which I was talking to

a short while ago so the factors related to participative management have to be understood also within.

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The social parameters are the country level factors and these are the social values this social values which are there in a society for example in India there are different types of social values this say that in countries like India we have collectivistic values and other places the maybe have more individualistic values in addition to his there are number of types of social values that we may he v you know in India are our country. Or many other countries in fact then the social economics status because social economics status has direct impact on the, the work motivation of people.

So that might in that also have in a some effect on the way people will actually participate in the exercises of participative management education and awareness all of us know that more aware and educated people are more perhaps in our contributions they can make in the overall. Functioning of an organization then the population characteristics in terms of a, in terms of I need structure population characteristics.

In terms of say they we can say in terms of gender in terms of education terms of technical training that different countries have so that becomes very important also for any type of management strategic including participative management for example in some countries then, the number of people.

Are much lesser in terms of population I am talking about the total overall population there, there is a such so much storage of people the hands for working that there, that there looking forward to people from other developing country these to come and perhaps you known make, make contributions are there also in terms of certain technologies we may be very good you know factors and other countries looking forward.

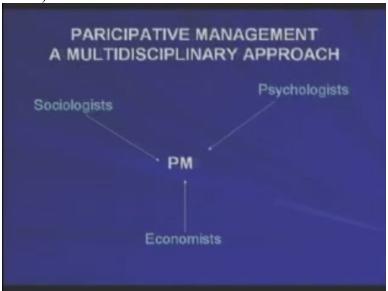
To that we should, we should help them you know in certain sectors so, so actually the population characteristics have got an important role to play in terms of overall management in a particular country then of course the political ideology they type of a support that we get the political idea all the of a particular country becomes very important governments involvement

and the overall development and concern of the for the individual characteristics we for the individual characteristics.

The kind of a we can say the law that we have the legist ration for the working organizations that we have and it is implementation the way in a having the knows and the implementation it becomes very important not that to see for example participative management we are going to talk about little bit. I will talk about you know the later part of this discussion but we have number of legislation even though is not a low really in a participative management it is no result a law.

But there are, there are we can say the guideline are there are certain, certain to visions also perhaps we have started that we know from constitutions we are talking about participative management so these still in a remain as, as only the guidelines in particularly in our country but when we come to different countries make find we know that there are many institutionalized systems of participative management that we will see later this brings us to that.

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Participative management approach then if look at the concept these are actually multidisciplinary because we are talking about the social system we are talking about economic system we are also talking about the social psychological system which relates to participative management at this point I would like to show you a case study of one of the organizations were we in tribute manager from one of the organizations to see that how managers of today the view participative management.

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