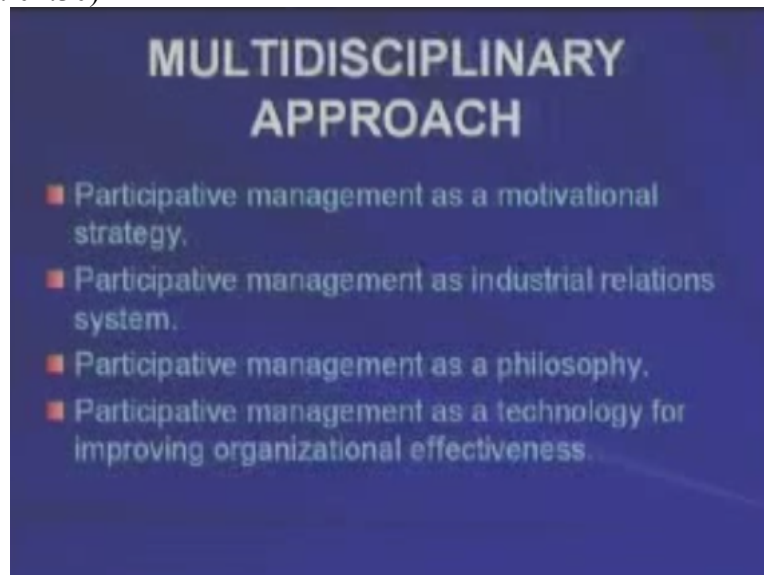


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A Video Course
On
Management Science
BY
Prof. Amerada Sharma
Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 13
Participative Management
&
Team Working (Cont.)**

So we are talking about participative management and team working and this is the continuation of our last lecture.

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Last time we were talking about that participative management is a multi disciplinary concept and so number of disciplines actually come and effect to know understand the concept. So we

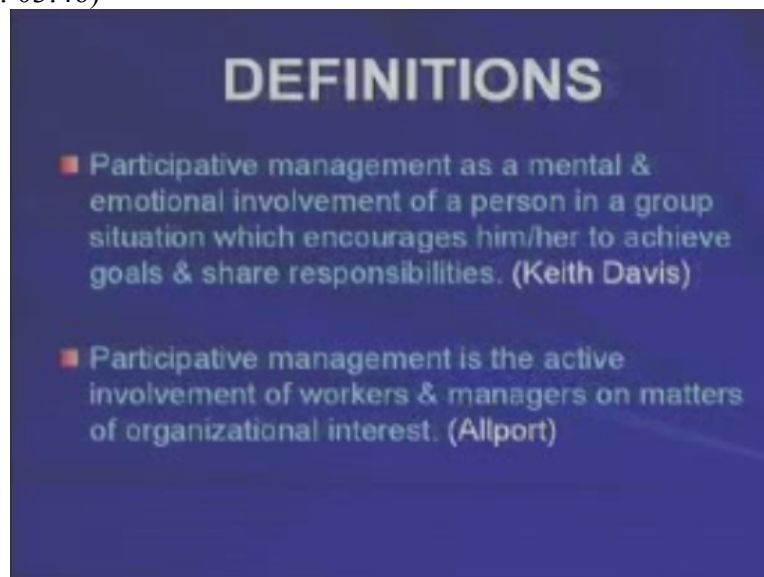
were talking about the psychological factors, social factors, economic factors and number of other factors which actually effect of understanding and perhaps contribute to the understanding of participative management.

So now we move onto the same concept that multi disciplinary source to participative management it suggests that participative management is motivational strategy, participative management is industrial relational system, participative management is a philosophy, participative management is a technology for improving organizational effectiveness. So these understandings about these approaches come from various disciplines and we already talk about industry relation system.

Participative management is also considered as one of the important types of industrial relations systems which we have discussed just test upon when we discussing industrial relation system. In chapter on motivation we are also discussed that participation could have great motivational potential.

In fact when we are talking about theory Mc Gregor we were talking about participative management as an important approach. In fact once again we will be talking about theory of Mc Gregor which is considered as an important theory of participation. In fact some authors have gone to say that participative management is the theory while management and so we are talking about participative management has a multi disciplinary approach. Now when we look at the definitions of participative management again the definition come from various authors of various disciplines.

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This is helpful in understanding the concept of participative management when we are trying to apply that to the real situation. Some of the definitions are from economist, some definitions are from psychologist, some are from industrial relations experts, and some are from sociologist and some are from philosophy point of view and philosophical analysis of the concept. So overall we can say that these are coming from various human sciences and trying to talk about the concept that is important for managing people today.

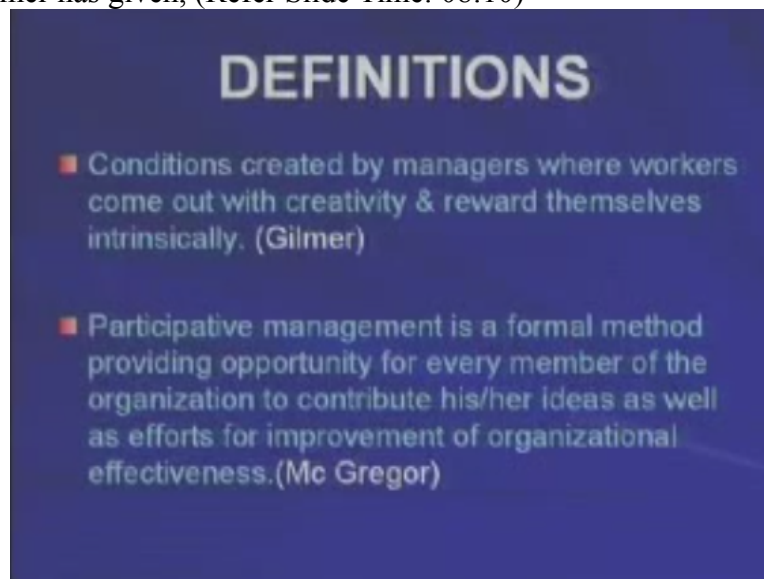
So let us look at these definitions Keith Davis who is the psychologist has defined participative management like this, participative management is mental and emotional involvement of the person in a group activity which encourages in and out to achieve goals and responsibilities. So we can see here that the emphasis is on the mental and emotional involvement of people. So each

one of you perhaps look at the could be involved emotionally with some issue and if you are involved emotionally with the issue of participatory management perhaps you know that will give us much better results.

Allport again he is the psychologist he has said that participative management is the active involvement of the workers and managers on matters of organizational interest. We move on to Gilmer's explanations and Gilmer has suggested that condition should be created by managers where the workers they come out with the creativity and reward themselves intrinsically. When we are looking at two things, when someone coming out with creativity and then rewarding someone intrinsically these are two important key terms here.

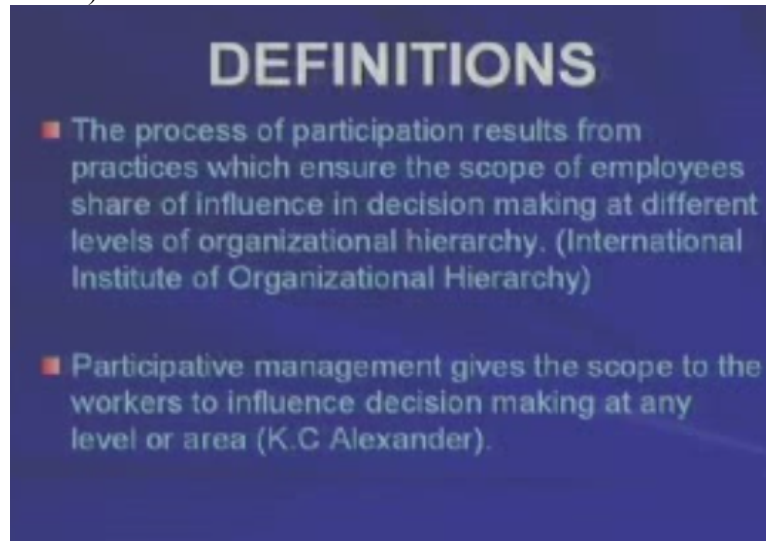
The idea here is that we are talking about that if you have the systems of participative management people will come out with new ideas because you create such conditions that people come out with new ideas. So in participative management we try to create a condition, that people come out with new ideas and once you know you have new ideas the flowing into organization, obviously your organization work much better so there are some 50 people and everyone feels like giving the new ideas obviously organization is enriched by getting these new ideas.

And so in turn organization can do much better in terms of business in terms of survival and in terms of growth and so it becomes very important that organization encourages creativity which in essence is about participative management. Also once people come out with creativity they have so much intrinsic satisfaction that the satisfaction gives them intrinsic reward as all of you know the reward could be intrinsic or extrinsic. Intrinsic coming from within and extrinsic which is giving to you by others so both kinds of rewards are important. But extremely important is the intrinsic reward where you really enjoy, you really feel satisfied intrinsically. As so this is the definition that Gilmer has given, (Refer Slide Time: 08:10)



As enough for understanding the concept of participative management, participative management Mc Gregor I was talking to you short while ago to revive Gregor he has talked about participative management in terms of a formal method providing opportunity for every member of the organization to contribute his or her ideas. As well as efforts for improvement of organization effectiveness. So thus access the idea for the mystery why as so we can see that same ideas may be similar in most of the definition and every definition is adding something for

us to understand that why do we really need participative management. Because this is the way the result are going to be,
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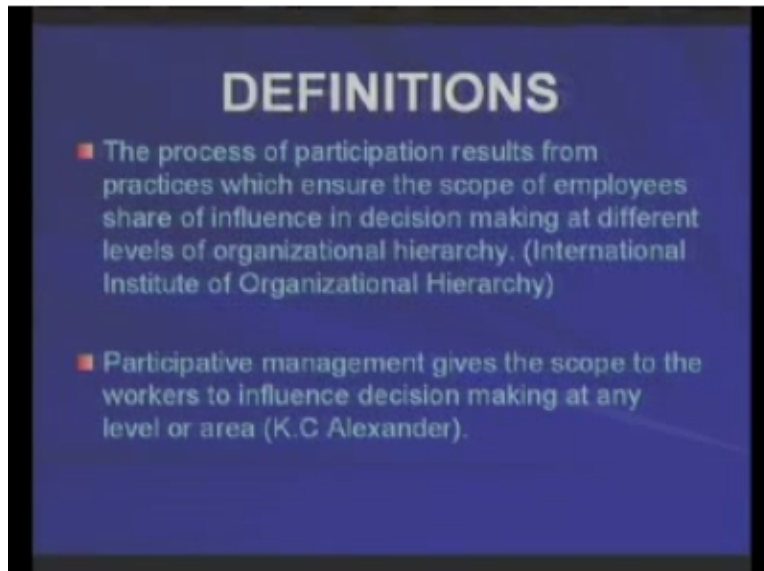
Then we also have one definition that I have taken to form international institute of organizational hierarchy. International organization which says that the process of participation results from the practices which ensure perhaps this scope of employing is shared of influence in decision making at the level of organizational hierarchy. We have talked about just now in the last lecture I was talking to you about that the organizational hierarchy that is top level, middle level, and the lowest level hierarchy.

We have people and we would like to involve everyone is decision making at different level in the organization. In fact you know in participative management the issue of error key and the issue of a for example the authority is no that for only every time the orders must from top to bottom. In participative management in errors it comes in top to bottom and then it goes bottom to top okay.

This kind of a decision making goes on and so every time the feedback is there for the top management also and the lower level of in the lower level employees the feel satisfied. That okay I am involves the overall decision making to axis. This is walk in we are talking about here that in the organizational error key if everyone gets in interested in the organization. And the sets the opportunity the contribution.

Perhaps that is about all about the participative management and of course the result we are doing discussing that how psychologically, emotionally people get really involved. K.C Alexander.

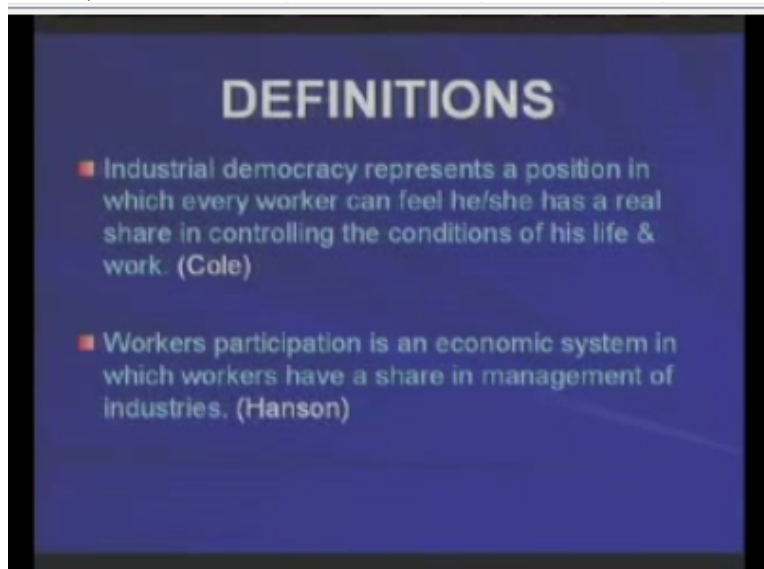
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Coming he has done lot of work in the area of participative management in fact he is return about in fact all others in all authors in that I am talking about they all are made contribution they have all written books on the area of participative management. So this K. C Alexander put on machining to you, participating management gives this scope to the workers to influence making at any level of or area.

K.C. Alexander has talked about decision making has an important parameter of participative management. Obtusely it means that we have superior decision making if we are using participative management has a metal. Coming from the point of a psychology we find that participative management is considered has called.

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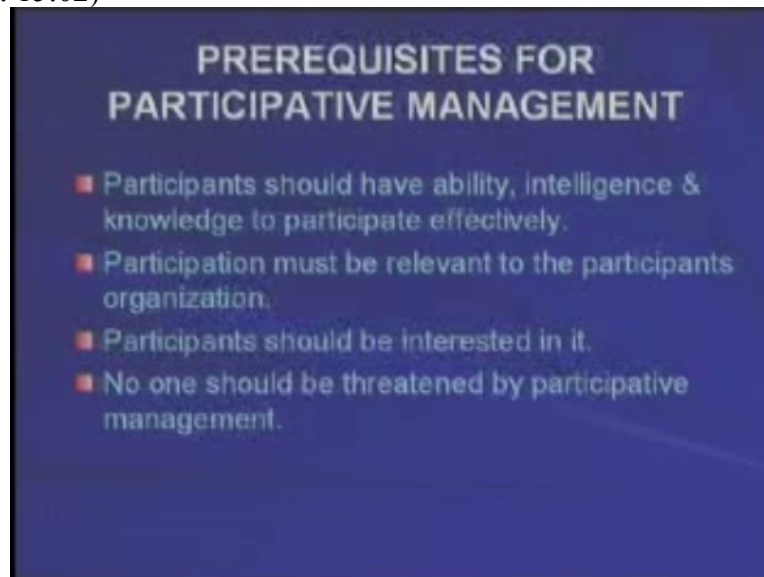
Psychology has talked about industrial democracy so in fact participative management has I goes to discussed sometimes participating management many competition are in terms of industrial democracy or democracy at the place of work are distributive just is and the place of works or team management and so many other in a conditions we are talking about including the joint management.

Things like that so Cole has talked about industrial democracy has the important factor and then he is jested that industrial democracy representations the problem accusation in which every worker can feel he or she has real share in controlling the conditions of life and work. So we can see that every went the people feel that the wisher in that making that contribution again we cannot say that feel involvement comes and again here.

Hanson has talking about workers participation in economic terms and he says that workers participation is an economic system were workers have this share of the share of management industries. Are any organizations in fact in when we are just after the definition coming to different types of participative management? You will find that an answers position becomes much clearer.

When we are talking about the some of the latest statutory like the ESOP that we have most of the organization now in fact many Indian organizations are multinational companies are coming up in ESOP programmers. So with those definitions of participative management we are seen that participative management is many things at the same time. And coming from many disciplines I am making body of knowledge for the management has a subject. So let us see what are the prerequisites for participative management?

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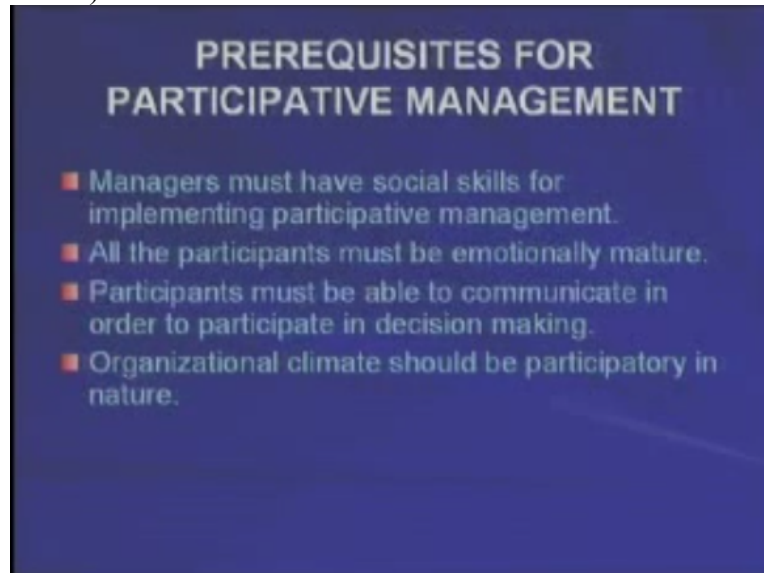


prerequisites for participating management, for that it should in other words, can we apply participative management in every situation, do we need some pre conditions yes, we do need some pre conditions like the ability, intelligence and knowledge to participate effectively, we need that if people have to participate they must have in ability to participate. Then participative management must be relevant to the organizations and the participant organization the participants' organization.

When we are talking about same participating management, we are saying it is a good strategy for managing, because we involved people, but sometimes there may be situations, where there is an emergency, and in that emergency situation, perhaps we cannot make a best use of participative management. Because the emergency situation at that particular movement becomes a challenge for us, and that is why we can where us use it in a big way during the normal day today, peace time in some emergency situations participative management, may not be the best strategy, so we are saying that participant management, is the best strategy, all the time, so we have to see what is the situation like?

Then participant must be interested in this, if you are not interested then how can we have participative management, so we have to see that the participants are interested in the whole system of a managing which we call participating management. Then no one could be, should be threatened by the participative management situation.

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Nobody should feel threatened no in the situations, normally people do not if the people feel threatened, in the situation then where is the four participation, so participative that is one of the conditions that the organization, climate should be such that people come out you know with creativity, the feel in light in the feel light, the feel good about participating all these conditions become very important.

Then managers are must have the social skill for implementing participative management, we talked about in that module, that we were discussing earlier, that manager, managers task is a task you know that has many activities being in embedded at the same time, it is not only one task of commanding, so much taking feedback, and then in a time to adjust in a various kinds of a situation developing various strategies.

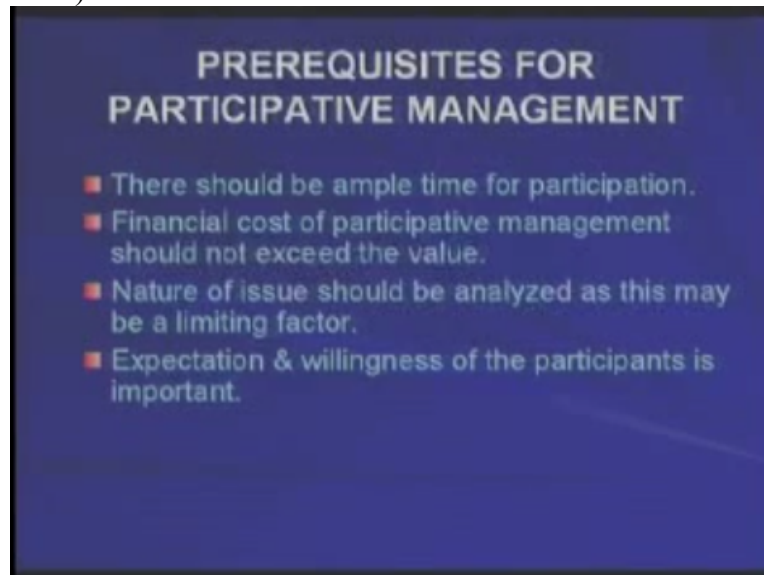
So we have to see that managers also have social skills, which is very important, all the participants must be emotionally matured, maturity where here meaning in a in terms of a the mental maturity of managers, that they have attribute to understand what the right thing and the right time, participative management also suggest that it must in a commands rate with the order to participate in decision making.

What is the need enough for decision making? How much participation is needed in which particular decision making situation? Then the organization climate must be participatory in nature, if the climate is autocratic in nature, and just by just want to introduce participative management in an organization, because people are talking, these is an in thing and people are talking about participative management, perhaps.

It will not work, participating attitude has to flow from top to bottom, and that will make the climate of the organization, we cannot say that I will be only autocratic want to junior to participative in fact you know one of the interesting studies are miles he has proposed is a models of participative management and were he has suggest that managers look for there are 2 different models managers look for a different models for themselves and another different model for subordinates okay.

So, so themselves you know they want you will little bit of themselves were as for this subordinates will they want that they should be participate this was, this was based on same of studies so here what we have trying to safe that the organizational climate should be such that everyone is coming with participative attitude only then we can really work in the area of participative management.

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Also the issues that we have to talk about the should be time as we have seen any kind of a democratic situation participative situation let me make a very clear here that we are not talking about democracy here we are talking about participative which is away from slightly away even though is if we look at autocracy on the one side democracy on the other one participation is somewhere in between even though.

It maybe towards the side of democracy but is different participative management everyone has the opportunity of participating depending on the system the situation the technology other things that we have discussed but the final decision will still in a remain with that committee the main committee are the main head of the institution okay so, so time factor becomes an extremely important Factor sometimes know.

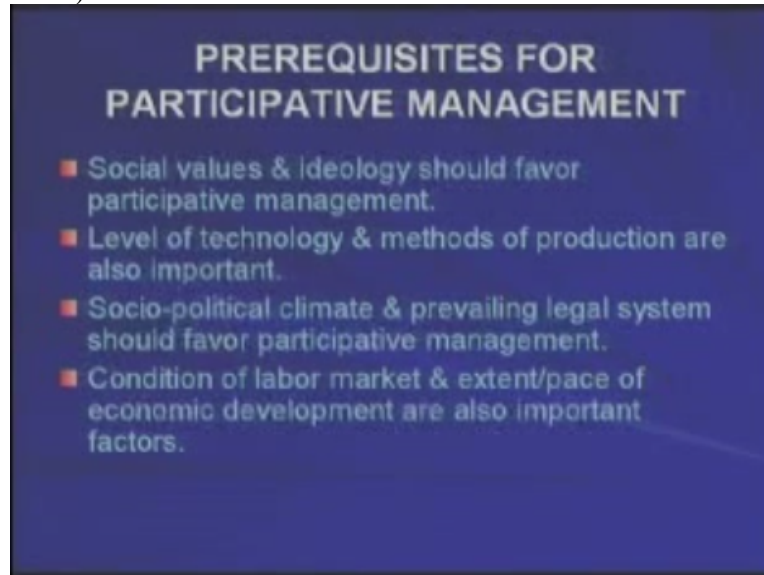
We might feel that participative management can go you know without any time frame know time frame becomes an extremely important factor for participative management because we cannot participate and this we have ample time to discuss things so, so that becomes an important perhaps you know pre request for a introduction of the participative management then the finial cost of participative management should not exceed is value if I have you know final in terms of training program.

In terms of a so many team working excessive so many other kinds of systems and I find that the return and known getting enough then instead of you know productivity and quality people are wasting time in talking then where is the return and then we have to see that participative management has to be designed very carefully do is not all that you know that we have the climate where people can just come and talk and then go now we want concrete results so the concrete results have to be there and that is why this becomes an important prerequisite it that in view of participative management.

In fact you know that is the skill oil the manager top see that we get the results by designing the system which is participate yet we are not the value is kept in your mind the financial value I am

talking about then the nature of shoes should not be analyzed as sometimes You know that sometimes you know it knows to be important that the nature of issues should not be analyzed as, as a sometimes you know it maybe a limiting factor and then the expectation and willingness of the participants that becomes extremely important here and giving you a very long list of the request is because any kind of a human system that we have designing is a very complex system and is not that.

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You can have a very direct formula to actually apply this as so this system that I am talking about is that human system of participative management other complex and so we move on to the pre request is again now we going to that social values and the ideology should favorites participative management if In a country are in a society or in a family or in organization this social values are different and we want to implement participative management perhaps we will not success to that next end.

So over the entire social climate. Also should be such which favors participative management for example if you look at a the participative management in some of the east European countries there the education level is very hard and even find that most of the organizations are actually give and well prepared for participating management this system of a collectives is there is supreme bodies that managers organizations where workers are actually the part of the decision making body so this social factors.

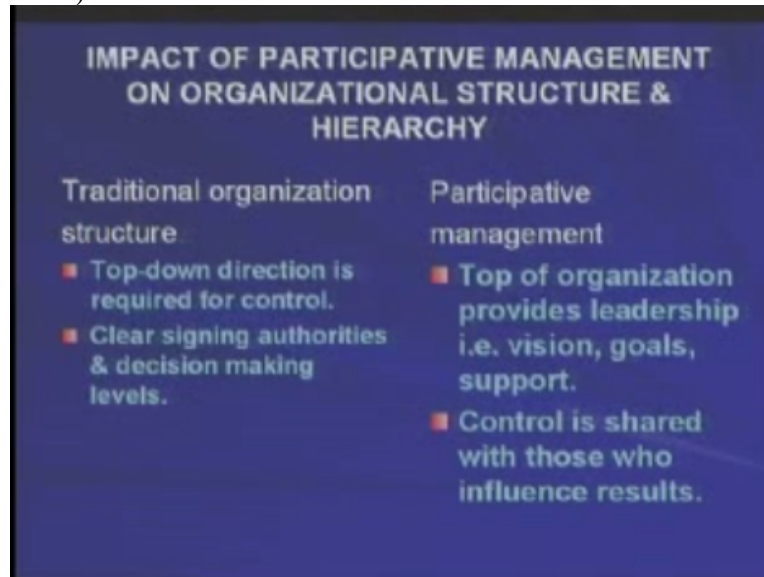
Become extremely important in the whole idea of participative management then the level of technology and methods of production these are also very important for example if is a process planned or the assembly line plant were people do not have in your sufficient time if at the time of you know the work they cannot in your even waste 5 minutes talking to anybody else so the there is social interaction is not there at least.

The time of working as a guest the batch production were 5 persons working on a project or an assembly line or any project were they are working together to achieve some results these 2 are totally different situations so in an assembly line introduce participative management then my strategy has different that for type of participative management. Can I really implement so this is mordant.

So technology also becomes very important when we are using participative management system also the method that should be a talking about that production could be there the line could be

there or any other kind of a system maybe there and then the social political climate and the system these are also important in participative management because that in the last lecture and then the we can talk about the conditions of labor market perhaps the extend the phase development which are also important factors participative management now we can see with these parameters we can see.

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That in India we are want to introduce participative management as meant in fact many organizational have participative management and many organization are the process of participative management so some of these pre conditions must be met before the we are introducing the issue of participative management I and perhaps you know most of few maybe, maybe ware of the traditional management system and the traditional organizational structure and perhaps most of you belief that that is perhaps. The only the managing when we have looking at you know.

The systemic management and the new directions perhaps and management and we have finding that participative management is becoming very important we need to understand and the difference are maybe some kind of a clarification or comparison between traditional organizational structure and the participative structure so, so now in the next section I am going to discuss this Let us see.

The traditional organizational structure will have as short file ago that top down direction is required okay is require for control top down okay but in participative management you can understand that top organization provides leadership vision goals and support okay is not necessary that only the direction.

Where as in traditional management we have the clear authorities and decision making levels is not necessity that in participative management is very clear cut authority and authoritative kind of management but the control set and it is share we those influence so that means you know all levels in the hierarchy of people then organizational structure if we look at from the traditional point of view you find that information is restricted some key people which many organizational.

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IMPACT OF PARTICIPATIVE MANAGEMENT ON ORGANIZATIONAL STRUCTURE & HIERARCHY	
Traditional	Participative
Organization structure	management
<ul style="list-style-type: none"> ■ Information is restricted to key people. ■ Specialization is key for job/work design. 	<ul style="list-style-type: none"> ■ Shared decision making on some issues. ■ Signing authorities meet legal requirements, not operating requirements.

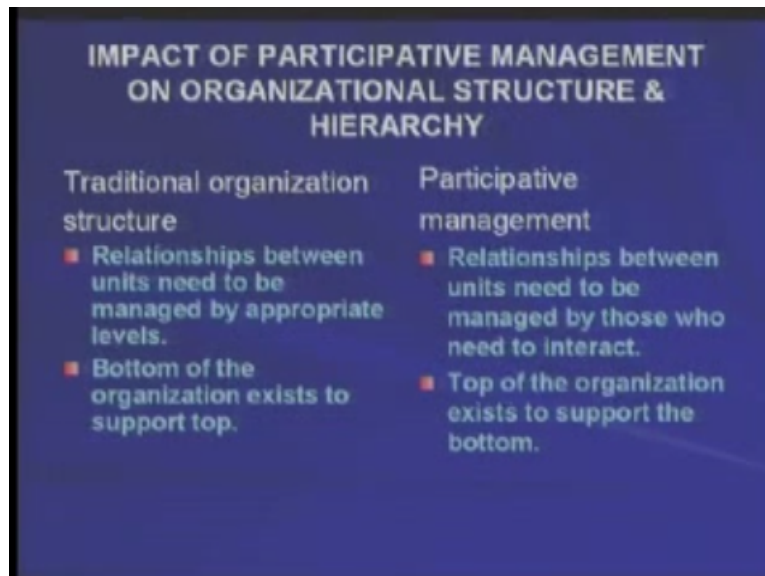
Do even today but in the participative management system we have the share decision making and the issues are discussed with most of the issues are say we discussed with people that arrive at the final we can say this solution of final decisions now specializations is the key of job or work design In the traditional way we as is not necessary that in the participative management system and there is a talking about kind of work design we are talking about that the signing authority meant legal requirements and not necessarily the operating requirements and when we have talking about participative management further.

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IMPACT OF PARTICIPATIVE MANAGEMENT ON ORGANIZATIONAL STRUCTURE & HIERARCHY	
Traditional organization structure	Participative management
	<ul style="list-style-type: none"> ■ Information is necessary for operating people to do job & make decisions. ■ Generalization i.e. having multiple skills is useful.

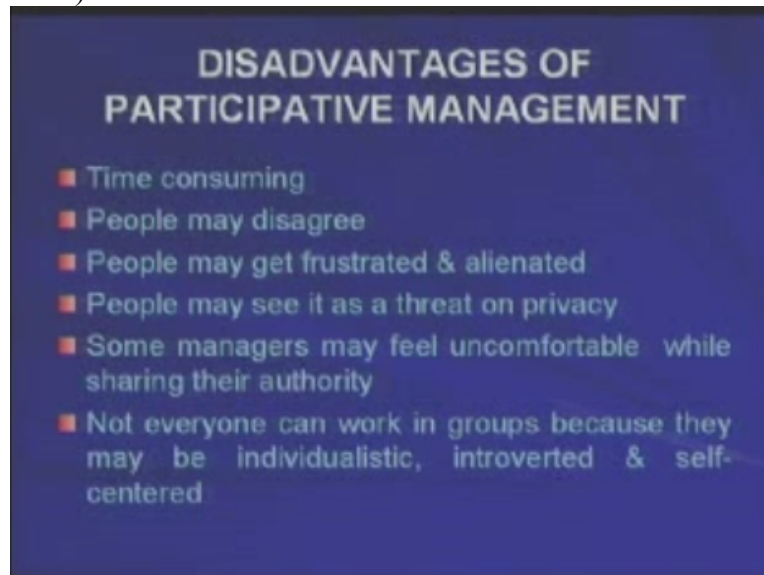
The information which is necessary for the operating people has to do eighth job and decisions that may and finally the generalizations that we have these have the multiple impact on the overall organization.

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Are useful further we also talk about participative relationships so the relationship between people are the between units this need to be managed by the appropriate unit or situation you can say other level and the bottom of level the organization cries may be there okay which were exits to support the top level we as in the participative management system we find that relationship between the units this needs to be managed my those who need to really interact okay and the top and the organizations exits to support The bottom level people so there is no cert of crises any kind of a managing.

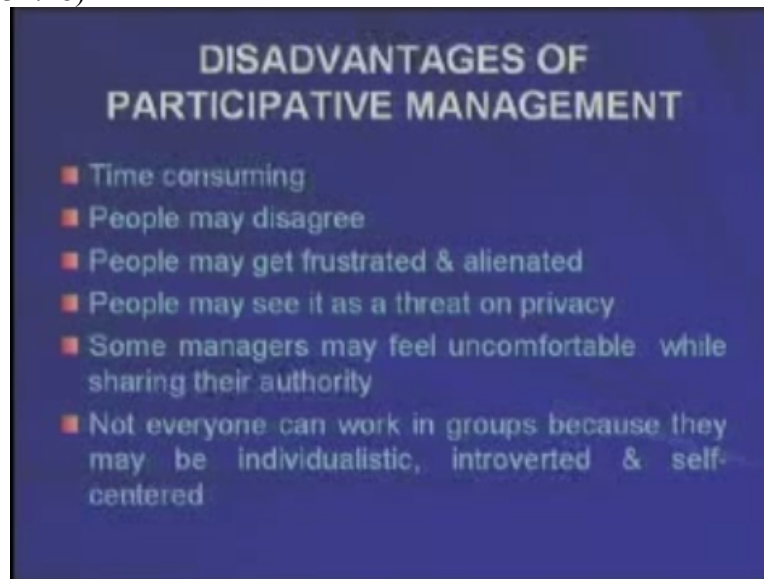
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Situations we are talking about that how to rally share the point of view and how to manage in any kind of a crises we may have in our productivity or related situations are any kind of a final organizational effectiveness situation however people believe is that may also be this advantage is in participative management system even though some authors do not believe that there are disadvantageous.

But if we have done a course on participative management of which the disadvantage is just in what we have discussed earlier has some of the factors which need to be looked into we can see quickly in terms of this disadvantage is time consuming maybe.

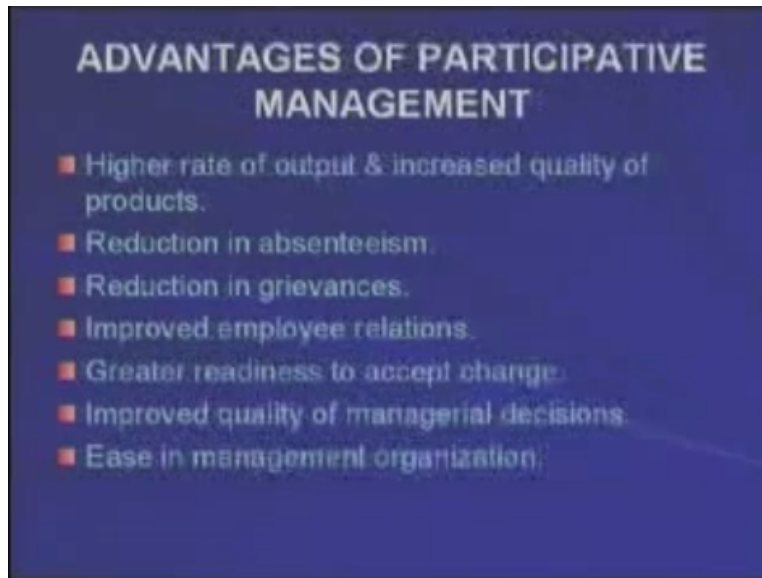
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Disagree people may get frustrated and eliminated people may see this as threat or privacy and some managers feel very uncomfortable using participative management because that among to sharing their authority and not everyone can work in groups this is important not everyone can work in group because they may be realistic they maybe be work and they may be into word, and they may be self centered.

This is very important we are looking at participating management, group activity as a team activity, but everyone perhaps is not comfortable, because of some of the individual attitudes, so organization must look into this, is there are people they may be highly creative, they may be highly intelligent, yet they are not derived people to be part of a group decision making. So we can take advantage such employees, by using different strategy, not necessary that they have to be members of the participative, yet they could contribute a lot, so this is one of the disadvantages of participating management.

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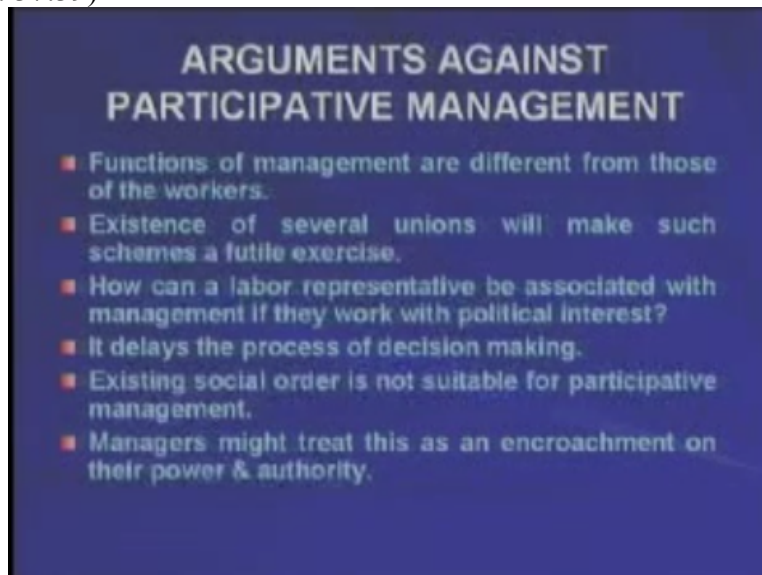


Obviously try to talk about the advantages of participative management, that it gives us the higher rate of output increased quality of product, it gives us absenteeism is an important factor all of us know for any organization, and if there is participative management, there is reaction in absenteeism, there is a reduction in grievances, there is improved employee relations, there is greater retinues to except change.

Then improved quality of managerial decisions, and of course he is in management of organizations, so that is what enough actually this advantages take us back to the objectives of a studying management, studies as a subject, why are we studying that? In the beginning of the course if you would recollect, in the first module talking about why managing and what are the advantages and I mean so long there was no subject like that.

But gradually now we find that management is so important, why because we has sit into teasers from that, and some of these are common to overall management as a discipline.

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So after knowing the advantages and disadvantages the pre conditions, we still have an arguments again in a participative management, because whenever you have a new philosophy,

we have a new kind of a method of managing, you will find the arguments can always with there in a against perhaps you know, the best thing also but then we have to look into that, let us see that what are the arguments against the participative management as a strategy of managing.

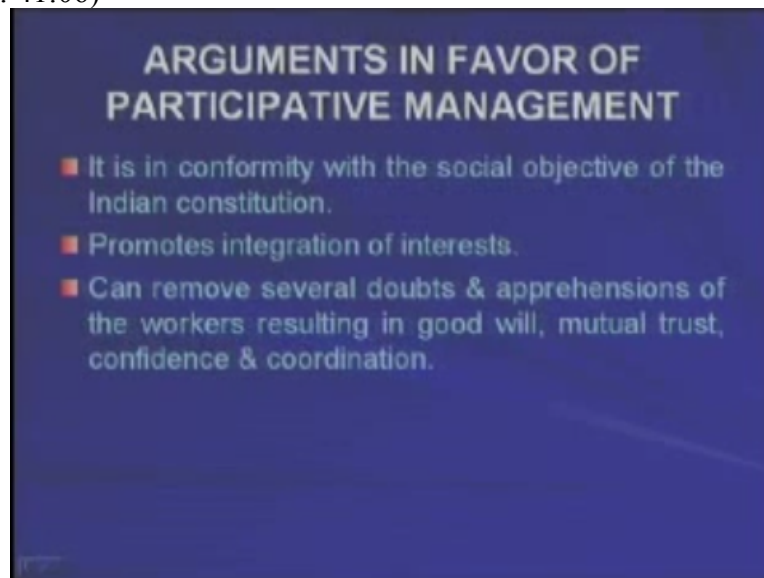
Functions of management are different from those of the workers, just one of the arguments given by some authors, that is why in a participative management becomes difficult in to implement, then existence of several unions sometime in the organization, that the unions sometimes in the part of the industrial relation system earlier we have seen, that there are unions in the organizations.

And participative management is a type of a industrial relations system, we have discussed that in the earlier part of the course, so when we are talking about participative management, unions sometimes you know do not want participative system to be implemented, because they might feel you know that their share of a authority dues or they contribution whatever be the case, but then.

We find you know that there are some problems sometimes. Then the labor representatives need to be associated you know with the management and sometimes you know the political interest may be there, so that may become actually regimental to implantation of the participative management, and then of course this repetition saying that it relives the decision making process, because earlier we have talked about the time is an important factor. But if you doing participatory decision making, then

It will certainly delay decision making, so that is one of the arguments given against participative management, then also some people say, we have already discussed some of these issues that the existing order they say is not suitable for participative management, existing order when we say we mean those social values and the social orders. So this is an important factors and must managers know must treat this us important strategy and it should be an encouragement strategy for the employees and it should not be a strategy for making power and autonomy as an important factor, so these are some of the disadvantages are the argument we can say.

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Arguments against participative management, from here, so there are number of arguments also in favor of participative management, which I will discuss in the next lecture.

Production Team

V.P.TANEJA

S.THULASEEDHARAN

SHERBAN KUMAR

RITU CHAUDHARY

YAD RAM SHARMA

R.K PILLAI

SANJAY MISHRA

For Further details/information contact:

Head

Educational Technology Services Centre

Indian Institute of Technology

Haul Khans, New Delhi-110016

Phone: 011-26591339, 6539, 6415

Fax: 91-11-26566917

E-mail: eklavya@admin.iitd.ernet.in

Website: [www, iitd.ernet.in](http://www.iitd.ernet.in)

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