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TECHNOVISION
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IIT DELHI
PRESENTS
A Video Course
On
Management Science
BY
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Lecture # 14
Participative Management
&
Team Working (Contd.)

In our last lecture we were discussing various factors which are advantages to participative management and how the conditions have to be created for implementation of participative management. Today we start our discussion with various types of participative management. In fact various types and levels of participative management we will call about these as

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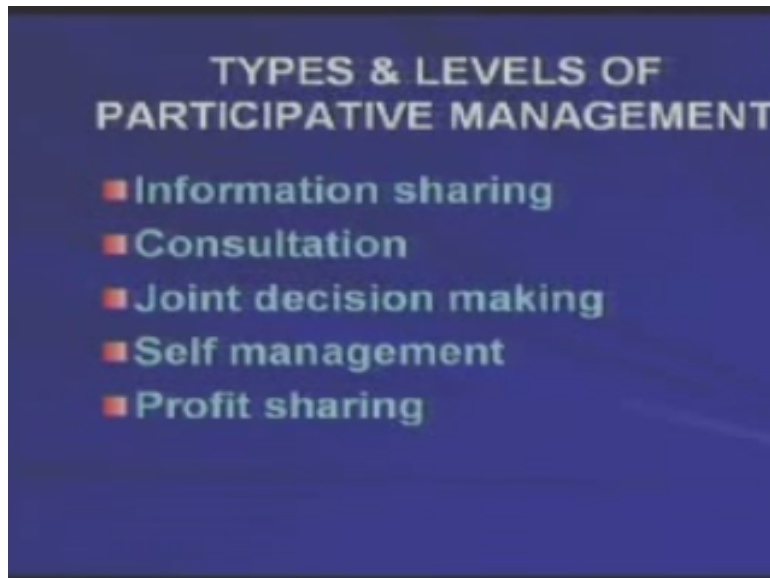
These are presented in various authors in terms of information sharing, consultation, joint decision making, self management and profit sharing. Formally we tries to say participative management is being implemented in terms of these and in various countries around the globe, we find the different types of participative management have been implemented and practiced. So information sharing and consultation these are the lowest level in the hierarchy of participative management.

Because here only we are using discussion, suggestion box and these kinds of the systems. But in joint decision making there is joint decision made by workers, managers and the decision makers. So the joint decision making is done in terms of involving people at all levels in hierarchy. Self management is the type of participative management which is considered as highest form of participative management being practiced in Yugoslavia where workers body called work collectives.

 Actually manages the affairs of the organization in fact they will appoint the work managers and they are the decision making body for the managing of the system not many countries having the self management. Joint management and decision making is relevant to many countries like France, Germany and many other countries including India we have in some extent at least we have the joint management accounts about which we can talk later.

Profit sharing, many authors believe that profit sharing is no participative management but others believe that participative management is has great reflection in profit sharing also and that is why we are now a day's practicing ASOP is one of the important practices in India. The idea there is if we give some share or some profit to the employees perhaps they will start feeling that this is my organization.

And so the motivation will come out and so they will have better feeling of we and perhaps the results will be reflected in the overall performance of the organization that perhaps the idea underlined. When we are looking at these systems we find that in the Japanese system something different I should say or combination of you know some systems which are there in this hierarchy.

There we are using the concept of quality circles I am sure that you have heard about this quality circles. This is the combination of we can say consultation and perhaps you know some kind of joint decision making in the sense we have involvement of employees are various levels to solve certain problems. So in quality circles what we do that any employee of the organization can identify any problem of the organization then there is a suggestion box and the steering committee that has some kind of structure

It will be something like top management then the middle management and the lowest level and top management finally decides the what decision have to be taken but then there is a steering committee and then there is a committee of employees and they need occasionally. Problem selection can come from any employee of the organization and in fact you know the structure of the quality circle is also very interesting.

In the sense that organizations perhaps you know push that on the notice board, we are going to frame such thing for quality circles and anyone who is interested can volunteer to become the member of that quality circle. So the membership in quality circle is volunteer to become the member of the quality circle then you attend the meeting and try to solve the problem, this is the way the involvement of employees begins.

Now there is no compulsion on you to continue in the quality circle even though normally, people perhaps will not like to leave but if you want to leave that for any reason there is no such compulsion that you could not leave. Another point is that quality circle sometimes have meeting in lunch hours, sometimes.

You have beyond your working hours, but if you are interested in, actually solving the particular problem then there is an intrinsic motivation and you will be so much interested that you will use perhaps your extra time also to solve certain problems. The problems which could be solved could be of any time even though the quality circle has the name is did begin with improvement of the quality of the product and the credit is given to the professor and the doctor Ishikaba of Japan who first introduced this, at that time we are looking the concept of quality in the engineering manufacture or the manufacturing systems, but gradually it has become the movement.

Today we are using the quality circles top improve any aspect of functioning of the organization may it be your scheduling may it be your space problem may it be a hospital management or it may be any other thing addition to quality management that we are doing in the short flow level as results proved that quality circle satisfaction to people and really give them so much motivation that people come out with so much creativity, so the definitions that we have taken up earlier.

In the last lecture actually we find that all those validated by the use of quality circles that we have talking about, so that is the Japanese system of quality circles. Now another point in quality circles is very much organized activity. The analysis at the end is done even though it may begin with most warming section but then finally the analysis is done using diagrams and graphs and so many other cause and effect of the analysis and finally the result is met and this report is submitted to the management. In any organization there could be many quality circles there is no limit how many quality circles could be there, because when the suggestion come then the

suggestion may be there from any person to have qualities circles. And this quality circle then the management perhaps will sell it which qualities circle you want to actually give the first priority you can say of his preference. Also at the same time there may be ten quality circles are working and then ten quality circle has generate there results. And will be presented before the management and then we see that how these particular quality circle brings how to know the results.

So what we find that quality circle becomes interesting and perhaps very efficient methods of involving people decision making and that results into great satisfaction to all the members of the organization.

And some organizations also do an annual kind of evaluation of the best quality circle to motivate of course the members. So you can see that in the qualities circles we are talking about which is the Japanese system of participative management. We regain with information sharing with some kind then there is a suggestion this consultation then people get growth in the commit is meat and find the results.

At that particular point of time the comities have been made of this quality circle where there is a staring comity and then there is a final decision making. So in somewhere we can say the reflection of joint management is also coming there. So this is the way we find and this has been working very successfully also many of the Indian organization are using the quality circle very successfully many of the public sector and multinational organization. Are using the quality circles.

Because it has good results it has great flexibility it has interesting motivation and it has no completion. And so people comes to participate they wish to come wish to participate if they are not interested nobody forcing them that you have to come and give the suggestion something up that kind. So this is very interesting concept and it has now become the movement, the quality movement.

And which most of the organization today that is in those days so coming to the types of level of participative management. That we are talking about.

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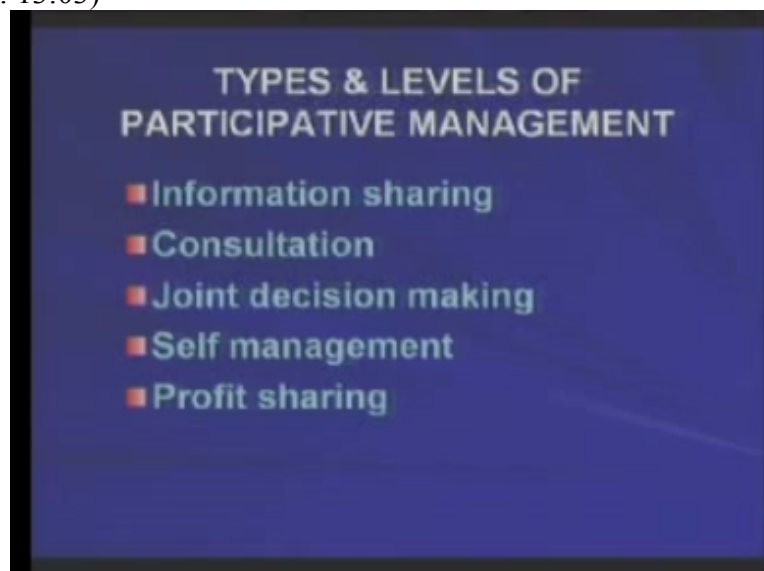
Joint decision making we have seen in that this is their many, many countries and also in India we also have in some system of joint decision making. So from here we move on to these types of levels of participative management we move on to talk about.
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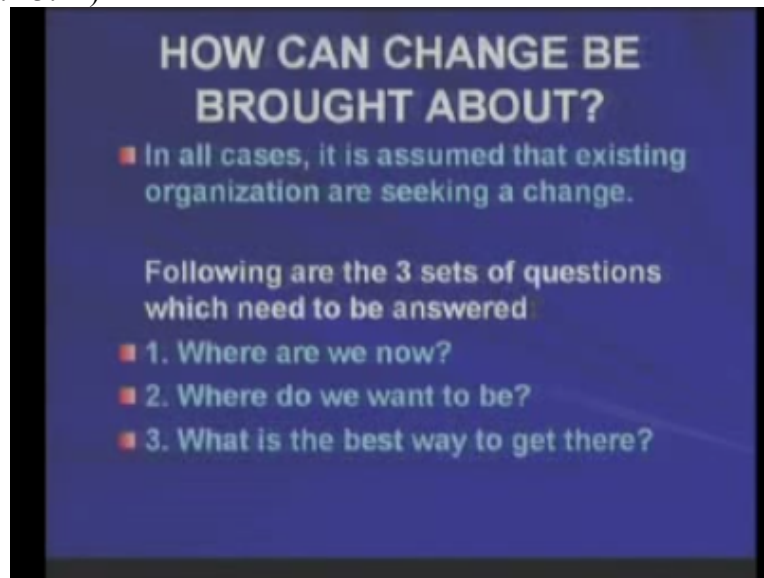
That how can that the change be brought about using participative management in all case is it is assumed that the existing organization are seeking the change. In fact participative management itself in a strategy was we want to introduce the participative management we want to bring about a change. Introducing from traditional management and to participative management.

You would be collect that in our last lecture we will try to compare the traditional management and participative management. And we are seen that from the traditional management to participative management how we change and how that is the change of perhaps in an attitude and values. Within the organization so there are see the three questions which have listed here.

Are about participative management that we have to actually enters these are where are we of where do we want to go, were want to be and what is the best way of the being there. If we look at in a these three issues perhaps we can see that we need to bring about the change about also our organization in terms of participative management.
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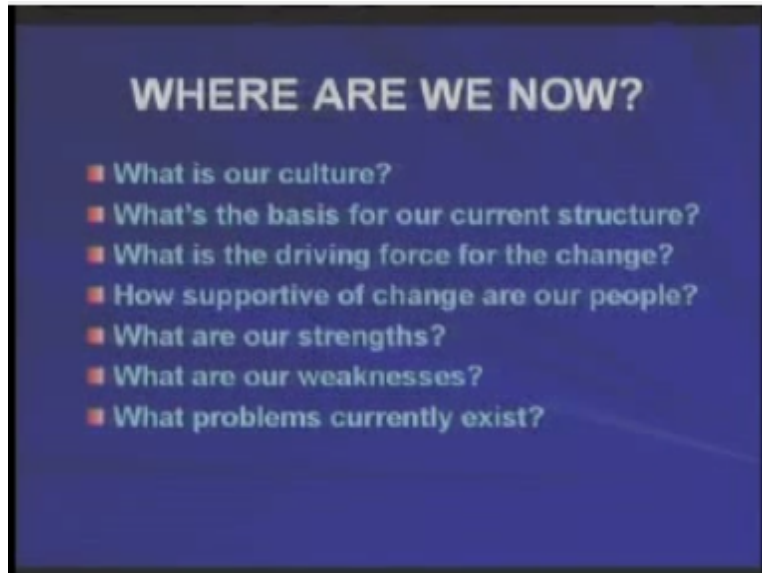
So here some of these issues and going to introvert you these are when we say where are we in now? We have to analyze what is the culture? What is our culture? What is in basics for our current structure? What is the driving force for this bringing this change how support if this change by our people. What is the strength? What is the weakness? And what are the current what the problems which are existing currently.

Some of these issues we have dealt with in our earlier lecture so if we look at in an each of these issues perhaps we will be able to implement participative management. In our organizations so where do we want to been organization has a version. We have a dream and we want to go there and we want to actually come out with that dream we have perhaps. So this suggestion is important.

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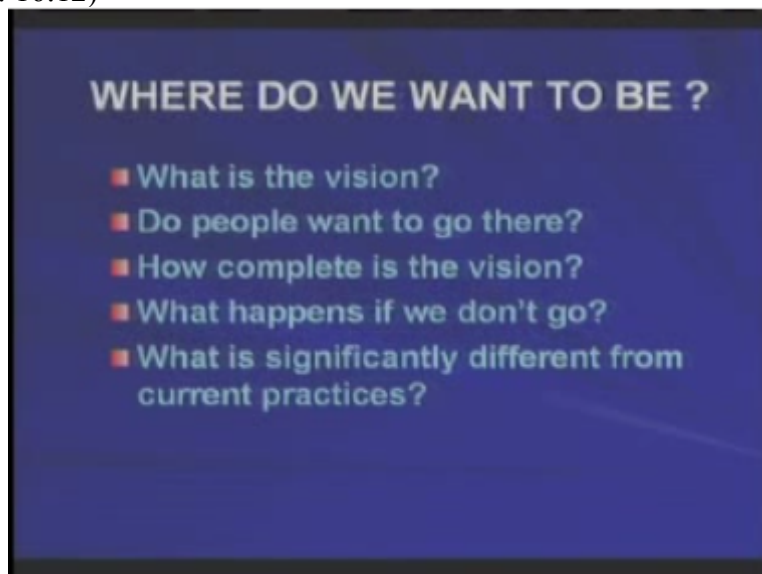
Unless we have a vision why should have participative management, so that is the issue and we have to debate that what is our vision. And what do you want to achieve using participating management. So if there is a vision do we really want to go there how to complete the situation

and what happens if we do not obtusely we able to meet the competitive advantage. Our survival growth may be at stake.

And there are so many other relative issues, and what is significantly different from the current practices. These are some of the issues that we have to understand.

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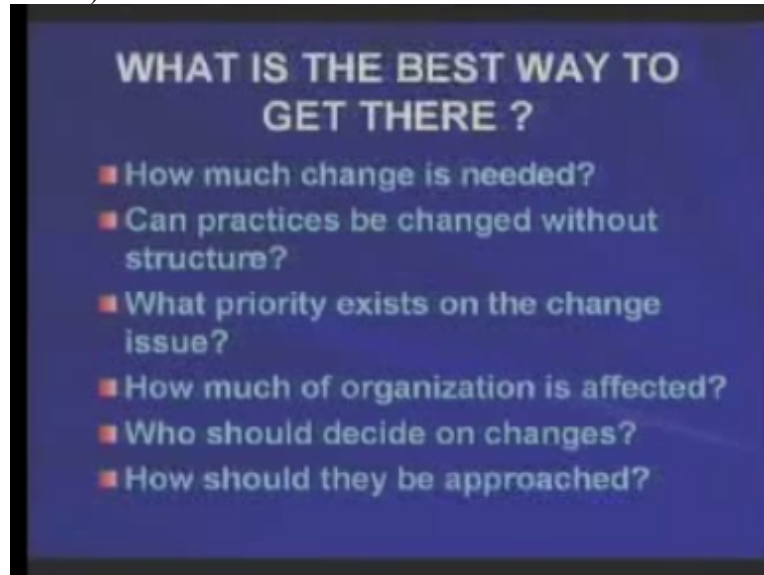
And then would some best way to does are to go about doing this are to get back how much changes needed actually. Do we need self management system, do we need only information sharing, do we need a quality circles. What do we really need how much do us real in need that is the issue we have to discuss in debate? Can the practices be change in without any structure?
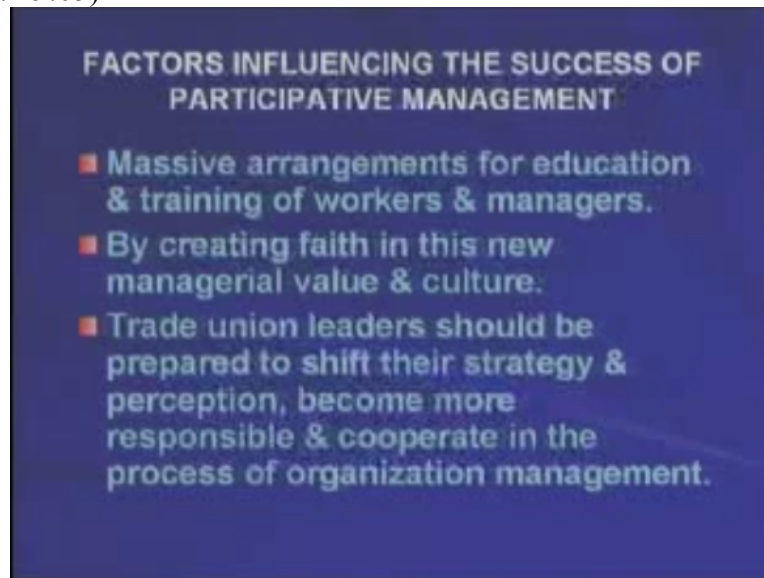
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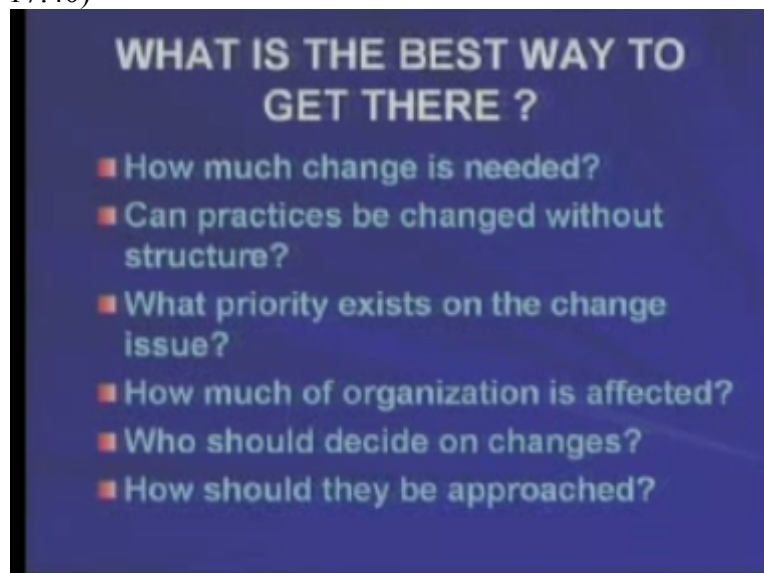
Perhaps we are to again look into that we need a structure to change in all these practices then what priority exists on the change issue. Say some people might to say that I do not want to change because UN making a good profit. Okay so why change but actually when you look at

the world is so dynamic and today may be we comfortable and tomorrow is the time you know when you see that like be behind so change is inheritable.

And we have to change but how much change why change using what stagey that is what strategy that is what you know as a manager you have to understand then organization is a how ever organization and who should decide about the change and how should they the actually approached in terms of achieving the results, so when we are talking about participative management.

As a change strategy for change, we have to actually look at all us sets of the system, only then we can have better results.

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FACTORS INFLUENCING THE SUCCESS OF PARTICIPATIVE MANAGEMENT

- Massive arrangements for education & training of workers & managers.
- By creating faith in this new managerial value & culture.
- Trade union leaders should be prepared to shift their strategy & perception, become more responsible & cooperate in the process of organization management.

So the factors which are influencing the success of participative management, perhaps will call for issues like massive arrangement of education and training of workers and managers, the issues like creating faith in the new managerial values and culture, trade union leaders should be prepared to shift the strategy and perception, and they should become more responsible and cooperative.

In the process of organization management. Because when we look at participative management as an industrial relations strategy, we have to see that the participants in that strategy or the hierarchy managers, the Workers the union and of course the government agencies which are trying to in fact the legislation and sometimes also we talked about this stack and the other stake holders so when we are talking about the Factors.

So who will lot of factors are there when we are trying to introduce participative management as a strategy for the successful functioning of a company bringing about change in terms of a they whole management strategy at this point let us look at what are the theories which had proposed. By number of researches authors and thinkers you must have heard about theory x and theory y if not let me very briefly explain to you theory x and theory y in fact in our introduction we have talked about theory x and theory y and we have talked about professor mergers theory were he has proposed theory y has the theory which is also known as theory y concept which is important for participative management this.

We will talking about the even earlier also so he has try to say that for motivation we need to create such conditions were people will come out with creativity and the higher order needs become important another theory is by hers beg which we have has upon in our chapter on motivation when we will discussing motivation we had discues the 2 factor theory of hers beg and his associates and in this theory had 2sections 1 was they motivate the hygiene factor the other 1 was the motivator factor in the motivator factor we will talking about that it is the quality of work itself that is important and were we can give autonomy variety responsibility feedback challenge etc to the employees and this in exits.

Which is known also have the job enrichment factor is reflecting the conditions we are actually wanting to create for participative management in addition to this there are number of other theories like industrial relations model given by miles is there and number of theories like us theory are participative the receipt id there like used participative leadership theory suggesting that there is a continuum of a of democratic and autocratic addition and in between there is participative addition and this becomes an extremely important factor he has discussed many other takes you know book on the new patterns of management Hillary professor meg hers book has also discussed the book is the human side of enterprise and he has discussed you know some of these issues so from here we move to understand that.

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Are there are any myths about participative management yes there are number of myths and which have try to present to you know the participative management is what and participative management is not what it is not and what case so her now I am discussing that what are the myths what people think is participative management and what people and what participative management is actually not so let us see when we are talking about participative management it is done with people okay is not done 2 people.

That means people get involved not that you are trying to impose the participative management so it is done with people okay not 2 people then business based decision strategy participative management is a business based decisions strategy and we are talking about participative

management also has the empowering theme of individuals to make decisions and relate to their own work.

So it is related also to theory we all working and the business strategy of the organization where as participative management human resource management is based on decisions but having all the decisions made by the individuals and teams may or may not you know the applicable all the time so participative management becomes important in that sense.

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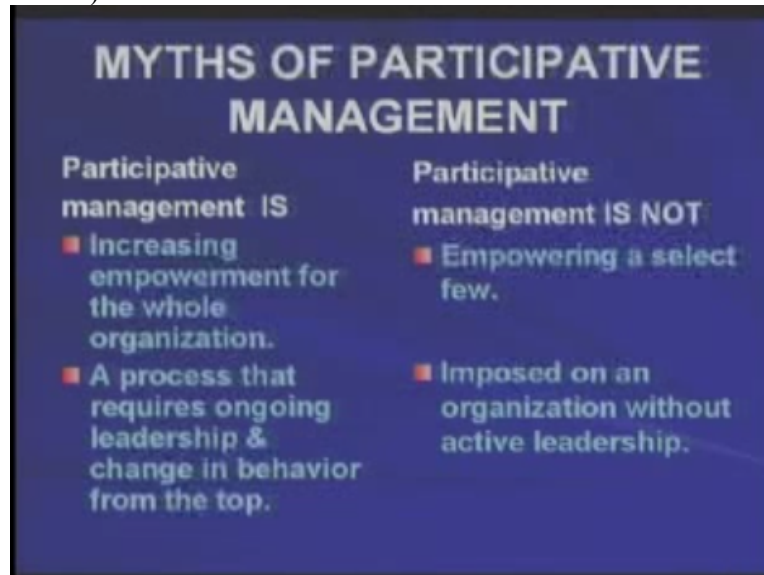
Then increasing empowerment for the whole organizations important in terms of participative management whereas if you are talking about what participative management is not then empowering only a select few so whereas we are talking about empowering the whole organization or empowering the only few that.

Is as a against you know about participative management is not now participative management is a closest that requires ongoing leadership and change in behavior from top to bottom whereas people many times think that participative management is imposed in an organization without any active leadership that is not true so, so there are certain.

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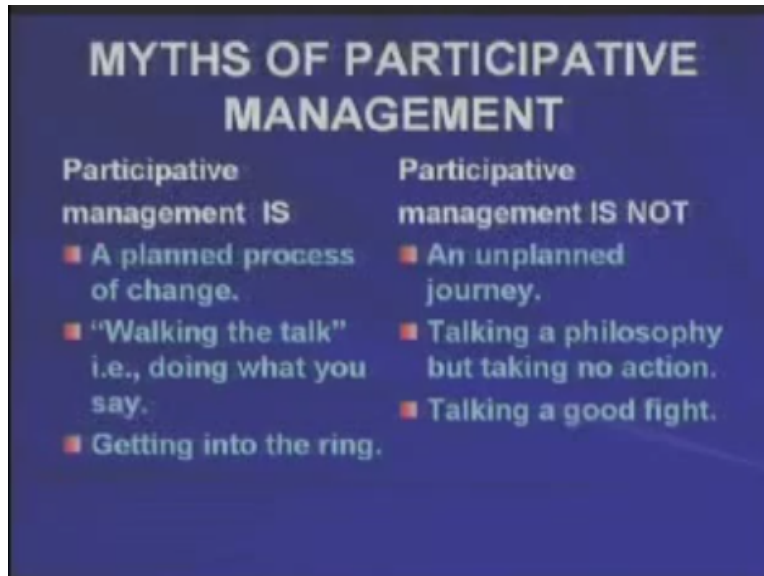
Myths which we have to actually think and perhaps clarify in our mind that were is the Pont of the pasture from participative management to not really participative management. We can say now participative management is a planned change process okay many people believe that this is an unplanned journey which is not true it is a planned change process in our management of change we have been discussing that how planned change process happens now we are also talking about doing what you say whereas in many people belief take that talking a philosophy is not necessarily leading to any kind of a action so, so many time we can say okay theoretically we are talking about this but actually in action there is nothing but that is not true about participative system and participative management actually means getting into the ring okay and not that he is talking a I mean talking anything else.

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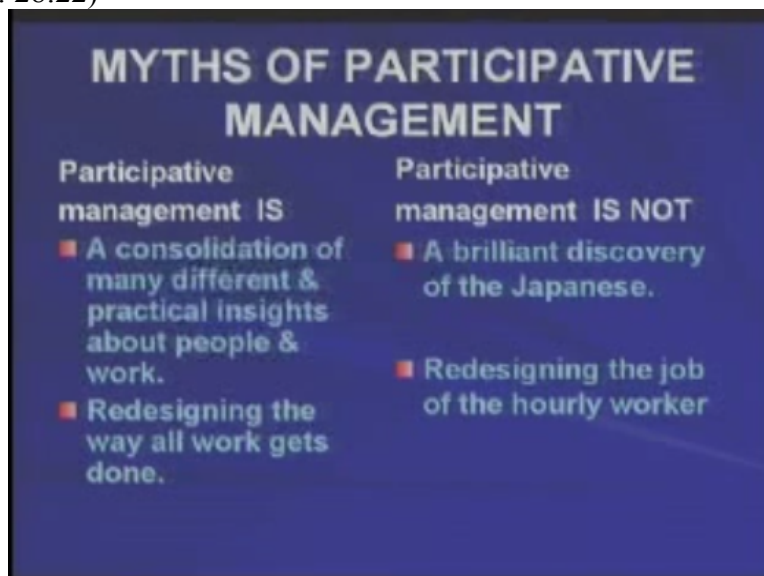
In terms of a good fight and anything of that kind also participative management is a consolidation of many different practical inside about people and work where as many people belief that a this is a brilliant discovery of, of Japanese even though the origins of course from

there but today has t has been then it has been set off a practice or institutional and we can say or it has been made into movement we find that things are quite different even though this starting Pont was in the, in the Japanese system.

So every culture in every organization perhaps you know is trying to re design is system of participative management now redesigning the way all works gets done this is done participative management exercises whereas re design the job of hourly workers people often believe is that is only of re designing the work of hourly workers were was is not true when we are talking about participative management.
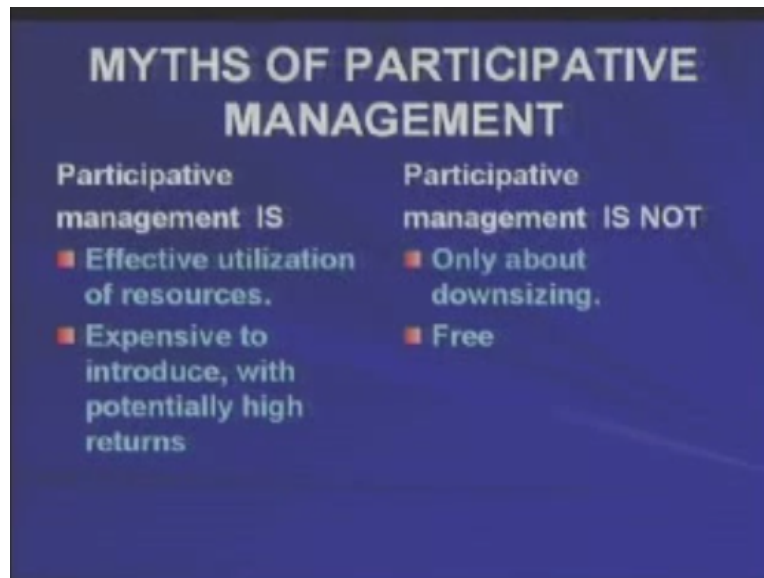
We are trying to say there designing work for everyone from top to bottom and the redesign has to be set of matching with the rules that people play in that particular position so this is not only that only the lower level worker we are talking about in terms of participative management.

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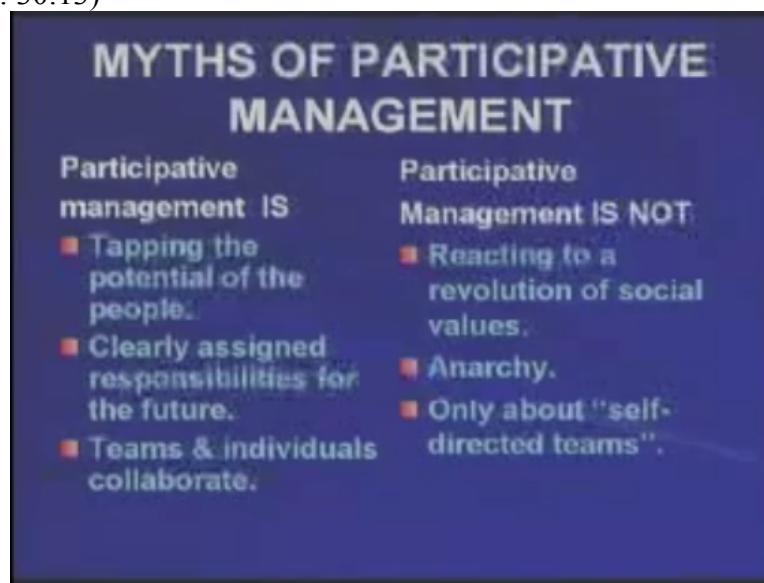
So in participative management tapping the potential of the people that becomes very important and reaching to you are result some kind of revolution of social values that is the one of the people, might you know the thinking that you is only reaching to that value but actually typing the potential of people is important and clearly assigned the responsibilities are important and teams and the individual collaborations are important in participative management Whereas some of the myths as still remain that is only about this self or is only about the self character themes or is only about some kind of a reaction to the revolution of the social values.

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MYTHS OF PARTICIPATIVE MANAGEMENT

Participative management IS	Participative management IS NOT
■ Effective utilization of resources.	■ Only about downsizing.
■ Expensive to introduce, with potentially high returns	■ Free

Now participative management is also about effect the utilization of a resources and it is sometimes we can see that it is expensive to introduce this because and it may have potentially very high it turn and many people believe that participative management is only about downsizing and it is free actually it is not free it is part of the organization s functioning so if we are introducing participative management we also expect you know that it has to have some kind of a cost benefit analysis so is not all that free and we are not introducing participative management just like that okay.

Cost maybe tangible or in tangible does not matter but some kind of a cost we have to look into that so making effective decision that becomes extremely important in terms of those tangible or in tangible gains that we have discussed and this is long term process whereas many people believe that this is only about consists and it may or may not be anything like long term process and participative management is about developing.

Organizations into learning systems today everyone is talking about learning organizations and we known that an organizational cannot survive and glow unless that becomes a learning organizations creates new knowledge and tries to in by this new value is in there system whereas in many people believe that this is a program in with, with some kind of a fixed starting and fixed end okay and this nothing like the learning.

Organization concept and so this is just element the failures at this point let me take you to another issue that relates to participative management that is the characteristics of the managers who are actually managing participative management situation when I say characteristic I mean the personality trades of participative management sorry participative managers we have seen in this studies that if you have certain personality trades.

You can become better participative manager let us talk about a concept called emotional intelligent these stage we have talking about emotional intelligence of managers this is an attitude of managers who , who is a matured person and you has certain values and he can manage this system vary successfully so if a manager has higher emotional intelligence then he

becomes a better participative manager similarly the studies have also shown another personality iterate like the we talk about that the managers.

In a those who are having in this personality trade perhaps you know they can manage participative management better so what we find that if we are managing participative management system we have to understand that managers must give them self to the participative management practices also in terms of their own personality trades their attitudes and perhaps you know the kind of social interaction that they have is we look at participative managers characteristics also in terms of the transactions.

That the participative manager perhaps is a fallowing in terms of transactional analysis that we are talking about then the participative manager has to have good complementary transaction most of the times then he will perhaps become very successful similarly in our discussion on communication we have seen that there are different types of communications strategies and if manager believes that he can have very good communications.

Strategy then he becomes a very good participative manager so these aspects are also equally important for the team working and many authors have gone to say that participative management is a team management after discussing a some of the issues which relate to the personality trades of the managers themselves now let me explain to you about on e of the research strategies that we have conducted here in IIT Delhi this is as study which we have conducted in the national textile corporation of India and in terms of participative management we tried to find out whether those who have positive belief on participative management they are highly committed and perhaps they are more involved.

In the overall decision making we selected the union of this years of the national textile corporation units and then we tried to study their participative management attitude and their commitment about work commitment and he try to see whether there is any core relation between there participative management attitude and the commitment attitude and we find that there is very high commitment related to participative management attitude as if there is very high correlation in between these factors.

So what we are trying to see that those who are actually getting into participative management exercises they are also highly committed people in the organization so if we want participative management to get it institutionalized we as a result of that institutionalization we can also have the better outcome in terms of the organizational commitment of on the participants so in this is study.

We found that also some of we try to compare the profit making and nonprofit making organizations and we found significant difference in terms of participative management in this organizations so we find that Indian organizations also are effected by participative management terms of many positive outcome so I think is time that we all look into this management strategy a bit more seriously than next section we have going to talk about team building and participation.

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