

School Management and Administration

Unit – I, Lesson - 2

Participatory and non- participatory management

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Introduction

- ▶ Educational management is an organizational behaviour system for the purpose of improving the learning situation for children.
- ▶ It aims at facilitating the release of the human potential of the organizational members that makes available a more competent staff to conduct the human interaction that is called education.
- ▶ It is a participatory and non-participatory management system that determines how best to release human potential.



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Participatory management

▶ Introduction to Participatory Management

Core Philosophy

- ▶ **Beyond Hierarchy:** Moves away from exclusive control by designated managers to a collaborative model.
- ▶ **Collective Influence:** Empowers support staff and stakeholders to influence decisions that affect the organization or project.
- ▶ **Shared Ownership:** Recognizes that those closest to the work provide the most valuable insights for development.



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Meaning:

- ▶ Participative management (or participatory management) is a collaborative leadership structure that integrates employee expertise from all levels and departments into the organization's decision-making process.



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Characteristics of participative management:

Here are some defining characteristics of participative management:

- ▶ It promotes **open and transparent communication** between employers and employees.
- ▶ **fosters mutual respect** and **coordination** among individuals across different managerial levels and departments.
- ▶ It makes **employees more proactive** as they feel invested in business goals and operations.

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Three Common Types of Participative Management:

1. Consultation (Input-Based) :

- ▶ **Role:** Employees act as advisors, providing creative ideas and innovative solutions.
- ▶ **Process:** Managers seek diverse perspectives before making a final decision.
- ▶ **Goal:** To ensure leaders consider multiple viewpoints and potential impacts..

2. Joint Decision-Making (Shared Authority)

- ▶ **Role:** Employees and managers work as equals in the final decision process.

- ▶ **Process:** Common in collaborative or self-managed teams where feedback is expected.
- ▶ **Goal:** To share both the power of the idea and the responsibility for the outcome.

3. Employee-Owned (Stakeholder-Driven)

- ▶ **Role:** Individuals hold a significant financial or structural stake in the business.
- ▶ **Process:** Decisions are made by those who "own" the results, moving beyond simple contribution.
- ▶ **Goal:** To align personal investment with organizational success and long-term strategy.

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The Importance of Participative Management:

Adopting a participative style transforms the organizational dynamic from "command and control" to a culture of shared success

1. Empowered Delegation & Accountability

- ▶ **Sharing Power:** Managers delegate specific responsibilities rather than just tasks.
- ▶ **Learning the Ropes:** Team members gain hands-on experience in high-level processes.
- ▶ **Result:** Increased efficiency and a stronger contribution to overall decision-making.

2. Enhanced Team Motivation

- ▶ **Active Involvement:** Participation in corporate decisions builds a sense of responsibility.

- ▶ **Strategic Alignment:** Employees align their personal mission and vision with the organization's goals.
- ▶ **Result:** A significant boost in focus, drive, and long-term commitment.

3. Fostering Collaboration & Trust

- ▶ **Reciprocal Trust:** Builds a "you trust me, I trust you" environment between leaders and staff.
- ▶ **Open Communication:** Encourages cooperation and synergy within and across teams.
- ▶ **Result:** A foundation of internal development that drives business growth and profitability

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The Advantages of Participative Management:

- ▶ An Increase in Productivity
- ▶ Job satisfaction
- ▶ Motivation
- ▶ Quality
- ▶ Reduced Costs

Participatory management

Disadvantages of Participative Management:

- ▶ Decision making slows down
- ▶ Security Issue

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Non-Participatory management

Introduction

- ▶ Non-participatory management, often referred to as Autocratic or Authoritarian management.
- ▶ It is a top-down leadership style where decision-making power is concentrated in a single individual or a small group at the top of the hierarchy

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Non-Participatory management

Meaning

- ▶ At its core, non-participatory management is a system where the "boss" commands and the "subordinates" obey.

Definition

- ▶ It is a management style characterized by individual control over all decisions and little input from group members. The leader typically makes choices based on their ideas and judgments and rarely accepts advice from followers.

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Non-Participatory management

Characteristics

While it may seem outdated in the modern "collaborative" world, this style is still vital in specific contexts:

- ▶ **Crisis Management:** When immediate action is required (e.g., a data breach or physical emergency), there is no time for a committee meeting.
- ▶ **High-Risk Environments:** In industries like military operations or surgery, strict adherence to a single leader's protocol ensures safety.
- ▶ **Low-Skill Tasks:** It can be effective for managing workers who are new to a job or performing highly repetitive tasks that require strict standardization.

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While it may seem outdated in the modern "collaborative" world, this style is still vital in specific contexts:

- ▶ **Speed and Decisiveness:** It prevents "analysis paralysis," where a team spends so much time discussing options that the opportunity passes them by.
- ▶ **Oversight of Unskilled or Inexperienced Staff:** it ensures that tasks are completed correctly the first time. Without firm direction, inexperienced staff may feel overwhelmed or make costly errors due to a lack of guidance.
- ▶ **Quality Control and Standardization:** By mandating specific procedures without deviation, management ensures that every output meets a strict quality benchmark.

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The Advantages of Non-Participative Management:

- ▶ Rapid Decision-Making:
- ▶ Clear Chain of Command
- ▶ Improved Productivity (in the short term)
- ▶ Consistency

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Disadvantages of Non-Participative Management:

- ▶ Low Morale
- ▶ Kills Innovation
- ▶ Dependency
- ▶ Risk of Error

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Differences between Participatory and Non-Participatory management

Participatory	Non-participatory
It is flexible and people-oriented.	It is rigid and bureaucratic.
Decisions emerge from within.	Everything comes from the above.
It gives freedom and dignity to each member.	Members cannot but obey the rules-orders.
Motivation comes from within.	Motivation is provided by the manager.
The focus is on the contributions of individual members.	The focus is on the manager.
The manager is more like a leader.	The manager is more like an administrator.
It promotes creativity and innovation, leading to high productivity.	It emphasizes order and discipline.
It is a progressive system of management.	It is a traditional system of management.
All the employees work with the manager.	All the employees work under the manager.