

PARTICIPATIVE MANAGEMENT
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Quality management system- is a system of control of made production. Quality management can be carried out in the participative way. It is the opportunity to involve in quality management all workers in the company. This way has some advantages and some disadvantages, and also the supporters and the opponents.

The management based on a principle of participation- colled participative management. These are programs of compensation for the work, aspiring to strengthen internal motivation and interest of workers in labor process by expansion of their powers in firm activity. It is also called the production democracy or participation economy.

The participative management is based on recognition of mutual interests of all members of firm that promotes integration of these interests.

What benefits of realization of a participation principle ?

Firstly, every person which works in the company can find out more about life of the company. More than that, he gets more extensive and objective information on its activity, than earlier.

Secondly, organization plans become personal plans of workers. Besides, participation in achievement of the organization purposes brings satisfaction of own requirements of workers. The command spirit in the organization becomes stronger.

Thirdly, employees of the organization, being engaged in management, develop itself as the personality. They have the new skills, new knowledge, the horizon of their personal possibilities extends, so, the organization gets new resources for the solution of future tasks.

In the fourth, the participative management unites two functions of management which often conflict with each other, - an operative management and planning.
(Plans cease to be something external for heads).

Participative management exists in following forms:

- * Participation of workers in profits and the property
- * Participation of workers in income
- * Participation of workers in management

Disadvantages of participative management:

- * Hired workers take opportunity to make the decision, that destruction of enterprise bases of managing.
- * Workers are afraid to risk and they are orient by salary increase, instead of at investments
- * Workers avoid acceptance of innovative decisions.

Advantages of participative management:

- * Integration of members of the company becomes stronger
- * Workers learn more about firm activity
- * Macroeconomic and macrosocial stability grows

Modern systems of production democracy appeared at the beginning of the last century, in 1903 after adoption of law «About establishment of heads in the industrial enterprises». In the history of pre-revolutionary Russia also there were cases of introduction of working self-government and control of actions of administration («a working autonomy» Petersburg printers). After February revolution of 1917 factory committees which called for participation in production began to appear

and were intermediaries between workers and administration of the enterprises. At plants, with such committees, labor productivity grew, and also the number of marriage of made production decreased. However in the conditions of domination of state ownership and rigid centralization of management at the time of the USSR development of working self-government, certainly, couldn't proceed.

During existence of the USSR there was the certain tendency connected with dispassionateness of workers from participation in management. And now, despite changes in political system and transition to the market relations, at many enterprises the authoritative power of the head or group of heads remains. On the one hand, management consolidation in one hands allows to react quickly to external and internal changes and is quite effective in the short-term period. On the other hand, in that case all potential of workers which would allow to create long-term competitive advantages to the enterprise isn't used. .

According to the existing legislation, the right to participation in management is referred by article 21 of the Labour code of the Russian Federation to number of basic rights of workers which can be realized by direct participation of the worker or through representative bodies.

However in practice many companies with care treat participation of workers in management as it means openness of information that isn't absolutely combined with private rules about a trade secret at the Russian enterprises. However, in Russia there are favorable preconditions for development of participative management and in particular participation of workers in management.

Principles of participation:

1. Participative management should be reality, instead of the myth, and at all levels;
2. It is necessary to consider that various categories of workers make various demands to nature of the participation in management.

So, workers on the first place put distribution of awards, promotion of the advanced workers for material and moral encouragement. On the second place on importance there is a participation in distribution of tasks between members of collective, work summarizing, then - participation in development of plans of work, professional development plans. For experts on the first place there is a participation in promotion of members of collective on increase in a position. Experts show smaller interest to participation in system of material and moral incentive.

The enterprises where such management is better to apply participative management.

Participative management can be used successfully at the advanced enterprises where there are traditions and the share of creative, hardworking, executive specialists and where it is possible to speak about logic communication between self-government and motivation of the worker is high.

At the bankrupt enterprises where the share of the backward workers breaking labor discipline is great, working with marriage and it is unproductive, constantly looking for possibility to take out from the enterprise everything that badly lies, application of the concept of participative management will lead to crash.

Generally, participative management is a way to make a progress in the company with sufficient financial stability. Each company at first can try in operation this type of management, and after to confirm him as the main or not. Options of partial application of this method are also possible. The main thing is to make the correct and timely analysis of results. Correct analysis of results will allow to choose the correct further strategy. Future development of the company depends on correctly chosen strategy.