Abstract and Keywords

The major objectives of the present research work are to study the origin and development of the concept of participative management, to examine the different participative management practices operationalised in India and abroad, to determine the factors those contribute towards the effectiveness of participative management in the particular context of Kerala, to examine the relationship between the nature of ownership of an industrial organisation and the effectiveness of participative management, to study whether there is any significant difference between the manufacturing and service sector industries as far as the effectiveness of participative management is concerned, to study whether there is any relationship between the total number of employees of an industrial organisation and the volume and extent of participative management there, to take stock of the attitude and receptiveness of the managerial and non-managerial personnel toward participative management, to discover the state of professional development among workers and managers in the industrial sector of Kerala, and to put forward policy suggestions to improve the effectiveness of participative management in the industrial sector of Kerala.

The first chapter is an introductory one which presents the problem of enquiry, significance of the study, the specific objectives of the study, hypotheses framed to investigate the problem, the methodology and data base of the study, method of processing and analysing the data of the study, period of study, limitations of the study and also the scheme of presentation of the thesis.

The second chapter is a review of the relevant research and literature pertaining to the problem under present study. An attempt has been made to trace out the growth of participative management right from its inception through the survey of available literature both in India and abroad. The ‘knowledge gap’ rationale behind the present study has been explicitly mentioned on the basis of the general survey of research and literature.

The third chapter is devoted to present the conceptual framework with regard to the operationalisation of participative management. It speaks about the origin and develop-
ment of the concept of participative management, its meaning, definition, and objectives, different forms and levels of participation, general approaches towards participation, preconditions for the successful participation, and problems of employee participation.

The fourth chapter is a study of various experiences in India and foreign countries toward the operationalisation of the concept of participative management.

The fifth chapter is specifically devoted to brief about the dimensions of the present study on the basis of a new eight points scale ‘PISOOLIP’ to measure the effectiveness of participative management in the industrial sector of Kerala. A theoretical appraisal of the eight variables, namely, Productivity, Industrial relations, Social commitment of the Organisation, Organisational effectiveness, Organisation culture and development, Labour welfare and compensation, Industrial discipline, and Professional development of the labour, which in the opinion of the researcher, are the factors contributing to the effectiveness of participative management in an industrial organisation and whose abbreviation is coined as ‘PISOOLIP’, is made in this chapter.

The sixth chapter examines the real position and status of participative management on the basis of an analysis of data. Effectiveness of participative management in the industrial sector of Kerala is appraised in relation to the eight points scale of ‘PISOOLIP’. An attempt is also made to develop certain models of PISOOLIP on the basis of the nature of the components with due regard to the analysis of data.

The seventh chapter is a summary of findings of the study and also included the policy recommendations to make the operationalisation of participative management in the industrial sector of Kerala more effective.

**Keywords:** Industrial discipline, Industrial relations, Labour welfare and compensation, Organisational effectiveness, Organisation culture and development, Participative Management, Professional development of the labour, Productivity, Social commitment of the Organisation.