to tolerate without disorders.

Techniques for Managing Stress :

Stress occurs when person perceive that demands placed on his work or relationship. Some stress can be beneficial at times, producing a boost that provides the drive and energy to help people get through situations.

Techniques :

1. **Take a break from stressor :** It may seem difficult to get away from a big work project. But when person give himself permission to step away from it, he let himself have time to do something else, which can help him a new perspective or practice techniques to feel less overwhelmed.

2. **Exercise :** Exercise benefits your mind just as well as your body. We keep hearing about the long term benefits of a regular exercise routine.

3. **Smile and laugh :** Our brains are interconnected with our emotions and facial expressions. When people are stressed, they often hold a lot of the stress in their face. So laughs and smiles can help relives some of that tension and improve the situations.

4. **Get social support :** It is important that the person whom you talk to is someone whom you trust and whom you feel can understand and validate you.

5. **Mediate :** Mediation and mindful prayer help the mind and body, mindfulness can help people see new perspectives, develop self-compassion and forgiveness, when practising a form of mindfulness, people can release emotions that may have been causing the body physical stress.

6. **Time Management :** The result of poor time management is feeling of work overload, skipped scheduled and tension. A well organised person can often accomplish twice as much as the person who is poorly organised. Therefore, an individual must understand how to manage his time so that he can cope with stress.

Q11. Define Conflict. What are the sources of conflict ? How do we solve interpersonal conflict ?

Ans. Definition of Conflict :

According to **Robbins** "Conflict is a process in which an efforts is purposefully made by one party or person or unit to block another, that results in frustrating the attainment of other's goal or the furthering of his / her interest.

According to **Newstrom & Davis** "It is a situation in which two or more parties feel themselves in opposition. It is an interpersonal process that arises from disagreements over the goal or the method to accomplish those goals".

According **Louis R. Pandy**, the term 'conflict' is used in four ways to describe :

(i) Antecedent conditions of conflictful behaviour such as scarcity of resources or policy differences.

(ii) Affective state of individuals involved such as stress, tension, hostility, anxiety etc.

(iii) Cognitive state of individuals, that is, their perception or awareness of conflictual situation, and

(iv) Conflictual behaviour ranging from passive resistance to over-aggression.

Follett defines **conflict** as *"the appearance of difference of opinions, of interests"*. – This definition assumes the presence of friction between the opposing parties, which lends energy and investment to the interaction. Once differences are experienced as friction-producing, they are transformed into an experience of conflict.

Conflict as a manifest or potential phenomenon is present everywhere. Conflict is ubiquitous in organisations. Conflict may mean disagreement, hostility, contradiction or incompatibility between individuals and groups in the organisation.

Sources of Conflict :

There are many sources from which conflict arises anywhere in organisations, at home, etc. and these sources are :

1. Political behaviour is the main source of conflict.

2. Battle, war, any other type of rivalry between workers, employees & employers etc.

3. When some one feel that his/her work is blocked by others.

4. Ambiguity (Rules and Regulations)
5. Different values and belief of people.
6. Communication is the main source of conflict.
7. Task interdependency between workers.
8. Lack of ability for doing any work.
9. Lack of motivation between workers, managers and any other because of whom the organisation get affected.
10. Lack of ability
11. Employees background problem. Sometime he is well educated but because of his family problems, he cannot perform well.
12. Lack of authority-when the relationship between workers and managers are not good, there will be lack of authority.
13. Money, of course-how to spend it, what to do with it? The single most common conflict of all.
14. The another most common conflict is roles and responsibility.
15. The last source of conflict is jealousy and possessiveness. Jealousy and possessiveness is lack of trust and strong feelings of inadequacy and insecurity.

Conflict Resolution Techniques :

Following are some techniques of Solving Interpersonal Conflicts :

1. **Problem solving :** Face-to face meeting of the conflicting parties for the purpose of identifying the problem and resolving it through open discussion.
2. **Superordinate goals :** Creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties.
3. **Expansion of resources :** When a conflict is caused by the scarcity of a resource – say, money, promotion opportunities, office space – expansion of the resource can create a win-win solution.
4. **Avoidance :** Withdrawal from, or suppression of the conflict.
5. **Smoothing :** Playing down differences while emphasizing common interests between the conflicting parties.
6. **Compromise :** Each party to the conflict gives up something of value.
7. **Authoritative command :** Management uses its formal authority to resolve the conflict and then communicates its desires to the parties involved.
8. **Altering the human variable :** Using behavioral change techniques such as human relations training to alter attitudes and behaviors that cause conflict.
9. **Altering the structural variables :** Changing the formal organization structure and the interaction patterns of conflicting parties through job redesign, transfers, creation of coordinating positions, and the like.

Q12. What is meant by Organisational Behaviour ? Explain the various models of organisation behaviour.
Ans. Organisational Behaviour :

Organisational behaviour is the study of the human behaviour at work. In other words, organisational behaviour is the study and application of knowledge about how people as individuals and as groups behave or act in an organisation. The study of organisation behaviour is primarily concerned with psychological and behavioural changes in the organisation.

The term Organizational Behaviour is composed of two terms 'Organization" and 'Behaviour'. Organization is a consciously coordinated social unit composed of two or more persons that functions on a continuous basis to achieve some common goals. 'Behaviour' in simple words means the reaction to a stimulus.

Thus, Organizational Behaviour is concerned with the study of behaviour of people within the organizational setting. Management is interested in understanding Organizational Behaviour i.e. the behaviour of individuals and groups primarily because human behaviour influences directly the accomplishment of organisational goals. In short, OB is a field of study that investigates the impact that individuals, groups, and structure have on the behaviour within the organization, for the purpose of applying such knowledge towards improving an organization's effectiveness. It studies three determinants of behavior in organizations, individuals, groups and structure.

Organisational Behaviour Models :
[Please Refer Q12. Unit-I Page-7]

Q13. Write short notes on any Three of the following :
(a) Levels of Conflict-Intrapersonal and Interpersonal.
(b) Locus of Control.
(c) Cultural Diversity.
(d) Stress Management.
(e) Employee Counselling.

Ans. (a) Levels of Conflict :
A. Intrapersonal Conflict
B. Interpersonal Conflict
C. Intergroup Behaviour Conflict
D. Organisational Conflict

A. Intrapersonal Conflict :
Following are the main types of intrapersonal conflict :

1. Conflict Due to Frustration : Conflict is an important aspect of organisational behaviour. It may occur anywhere where two or more people interact with each other. Conflict arises due to incompatibility between goals, interest, beliefs and values. Dissimilarity between the ways of working can also produce conflict.

2. Role Conflict and Ambiguity : The ambiguity about one's roles and responsibility regarding job leads to conflict. Jurisdiction ambiguities increase intergroup fighting for control of resources and territory. Throughout our life we all play different roles such as son or daughter, students, spouse, parent, boss, subordinates, colleagues etc. Role conflict is the conflict between the person and the role. The conflict arises because of the person's personality and the expectation of the role e.g., a new employee who is employed as a team manager has an introvert personality, he doesn't want to mix or interact with other people. But, because of the demand of the job he has to interact as has to motivate the team.

Second type of role conflict is intra-individual conflict created by contradictory expectations about how a role should be given.

Inter-individual conflict is another category of conflict that results from the differing requirement of two or more roles that must be played at the same time. It usually happens because of clashes between the work and non-work roles, e.g., long working hours interfere with the time which person might want to spend with his family. It will disturb his family life. In spite of getting good salary the job creates conflict in the mind of the individual.

3. Goal Conflict : Various goal conflicts exist in the modern organisations. Sometimes individual goals and organisational goals move in the same line but they can be conflicting when individual's goals clash with the organisation's goals. Three separate types of goal conflict are generally identified :

- **Approach-Approach conflict,** where the individual is motivated to approach two or more positive but mutually exclusive goals.
- **Approach-Avoidance conflict,** where the individual is motivated to approach a goal and at the same time is motivated to avoid it. The single goal contains both positive and negative characteristic for the individual.
- **Avoidance-Avoidance conflict,** where the individual is motivated to avoid two or more negative but mutually exclusive goals.

Approach-avoidance conflict, result from organisational goals having both positive and negative aspects for organisational participants. Here the positive aspects of a given organisational goal are stronger than the negative aspects. On the other hand, as a person gets nearer to the goal, the negative aspect becomes more pronounced and at the same point the individual may hesitate of fail to progress any further, at that point approach equals avoidance. For example, manager develops a long-term plan for the future growth of the organisation, but he finds lot many difficulties in implementing it. The negative consequences now seem to appear much greater than they did in the developing stage. At this point he may feel the approach avoidance conflict. The top-level managers, who are the decision makers and own the responsibility for the growth and development of the company usually face such type of conflict.

B. Interpersonal Conflict :

Interpersonal conflict usually arises due to the problems associated with the personality of an individual.

1. Personal Differences : Personality is not something just developed by the individual, family, culture, values, education, beliefs etc. form personality. Therefore, whole background works behind the personality of an individual. That explains why we all have different personalities. When people of dissimilar personalities work together, the conflict is pretty obvious. Disagreement stems from the differences about who is correct or who is morally right induces conflict. Such type of conflict is usually emotionally charged, because they are about the values, beliefs and personality of each other.

2. Information Deficiencies : This source of misinformation results from communication breakdown in the organisation. This source of information is less emotionally charged. Here two people in conflict are using different information or that one or both have misinformation.

3. Role Incompatibility : In today's organisation, function, and tasks of the managers are highly interdependent. At the same time individual roles of these managers are not quite compatible with the roles they carry out. The conflicts hence, raised due to role incompatibility needs to be resolved by higher-level management.

4. Environmental Stress : Environmental stressors amplify the individual, interpersonal and inter group conflict. The environment factors such as scarce or shrinking resources, downsizing, competitive pressures and high degree of uncertainty produce conflict.

Ans. (b) Locus of Control :

Locus of Control is considered to be an important aspect of personality. The concept was developed originally **Julian Rotter** in the 1950s (Rotter, 1966).

Locus of Control refers to an individual's perception about the underlying main causes of events in his/her life.

Locus of Control is the extent to which individual believe that they control their own lives or external forces control their lives.

In other words, the *degree to which people believe that they are masters of their own fate the individual with 'internal locus of control' believes that he is master of his own destiny.* He believes that his internal traits determine what happens in a given situation and he controls events concerning his own life.

Ans. (c) Cultural Diversity :

Cultural Diversity means a range of different societies or people of different origins, religions and traditions all living and interacting together. It can be defined as the existence of a variety of cultural or ethnic groups within a society.

Cultural diversity is the quality of diverse or different cultures, as opposed to monoculture. *Cultural diversity means the variety of human societies or cultures in a specific region, or in the world as a whole.*

The most important feature of cultural diversity is the existence of a multiplicity of sub-cultures and different value systems in a plural or multicultural society or other setting.

Ans. (d) Stress Management :

Ans. (e) Employee Counselling :