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ANNEXURE

Questionnaire

A Study on Management of conflict at Amara Raja Group of companies, Tirupati

<table>
<thead>
<tr>
<th>Research Guide</th>
<th>Research Investigator</th>
</tr>
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</table>

The study is undertaken as a part fulfillment of the PhD in Human Resource Management of Andhra University, Visakapatnam. The study aims at examining “The Employees (Managers and Supervisors) approach towards conflict management.” We request you to fill in the questionnaire by following the instructions. This diagnostic questionnaire is easy to complete and provides valuable insight into how the organizations’ employees understand and deal with a conflict. The questionnaire focuses on various variables such as culture, procedures and options, rewards and consequences, support structures, skills and Knowledge and expectations, awareness which influence the organization’s conflict management system under study.

The responses will be recorded below on five point scale and responses of particular importance are the yes/no questions which will be used to generate a graphic representation of the organizations conflict management health to make the present research.

Remember your responses alone make the study meaningful. Kindly cooperate by providing answers that are authentic and appropriate.
The responses collected will be kept under strict confidentiality and will only be used for my study (Research) purpose.

Personal details:
Name: _____________________________________________________
Age: __________________________ Gender: ________________
Designation: ________________________________________________
Educational Qualification: Technical/Non-technical:
Number of Employees in the Department concerned: ________________
Years of service in the present organization: ________________

1. There is a need to document conflict Management policy in employee handbook.
   a) Strongly agree  b) Agree  c) Neutral  
   d) Disagree  e) Strongly disagree

2. In this organization, general area of conflict is interpersonal grievances.
   a) Strongly agree  b) Agree  c) Neutral  
   d) Disagree  e) Strongly disagree

3. In this organization, Managers and Supervisors are resourceful in handling conflicts at work place.
   a) Strongly agree  b) Agree  c) Neutral  
   d) Disagree  e) Strongly disagree

4. In this organization, the training policy includes conflict management as priority area.
   a) Strongly agree  b) Agree  c) Neutral  
   d) Disagree  e) Strongly disagree

5. In the present organization the interpersonal relationships among the employees are good.
   a) Strongly agree  b) Agree  c) Neutral
d) Disagree  e) Strongly disagree

6. In the present organization, the resources are there for conflict management.
   a) Highly sufficient  b) Moderately Sufficient  c) Neutral  d) Moderately insufficient  e) Highly insufficient

7. Experience is an important factor in conflict management.
   a) Strongly agree  b) Agree  c) Neutral  d) Disagree  e) Strongly disagree

8. I prefer the conflicts to be handled through the following method
   a) Grievance procedure  b) Investigation  c) Peer Review  d) Internal Mediation

9. In this organization, the general areas of conflict are
   a) Task oriented  b) Turnover  c) Inter personal grievances  d) Absenteeism  e) Any other reason

10. I prefer the following resource person to handle the conflicts at workplace
    a) Immediate supervisor  b) Training Manager  c) HR Manager  d) Mediator

11. I am satisfied with the procedures available to handle the full range of disputes that occur.
    a) Extremely satisfied  b) Satisfied  c) Neutral  d) Dissatisfied  e) Extremely dissatisfied

12. I am satisfied with the processes designed by the management in resolving conflicts at work.
    a) Extremely satisfied  b) Satisfied  c) Neutral  d) Dissatisfied  e) Extremely dissatisfied

13. Conflict is a great opportunity to change.
    a) Strongly agree  b) Agree  c) Neutral  d) Disagree  e) Strongly disagree

14. I consider relationships are important for conflict management.
15. I accept feedback given by my superior is unbiased for my performance.

a) Strongly agree  
b) Agree  
c) Neutral  
d) Disagree  
e) Strongly disagree

16. I always react to a conflict positively.

a) Strongly agree  
b) Agree  
c) Neutral  
d) Disagree  
e) Strongly disagree

17. I have complete awareness desirable conflict management behavior.

a) Strongly agree  
b) Agree  
c) Neutral  
d) Disagree  
e) Strongly disagree

18. I am satisfied with the conflict management values known and shared.

a) Extremely satisfied  
b) Satisfied  
c) Neutral  
d) Dissatisfied  
e) Extremely dissatisfied

19. I am provided with training methods and techniques to manage conflicts at work place.

a) Strongly agree  
b) Agree  
c) Neutral  
d) Disagree  
e) Strongly disagree

20. I agree that I am well thought-out to be the part and parcel by the management to share the values related to the conflicts in the organization.

a) Strongly agree  
b) Agree  
c) Neutral  
d) Disagree  
e) Strongly disagree

21. I am satisfied with the existing procedures and their consistency.

a) Extremely satisfied  
b) Satisfied  
c) Neutral  
d) Dissatisfied  
e) Extremely dissatisfied

22. I agree that the Conflict management is a core competency in the organization.

a) Strongly agree  
b) Agree  
c) Neutral
23. I agree that people of our organization know about the procedures available.
   a) Strongly agree  b) Agree  c) Neutral
   d) Disagree  e) Strongly disagree

24. I agree that all the people know how to use the procedures for conflict management?
   a) Strongly agree  b) Agree  c) Neutral
   d) Disagree  e) Strongly disagree

25. I feel these techniques of conflict resolution are effective.

<table>
<thead>
<tr>
<th>Ser. No.</th>
<th>Techniques</th>
<th>Highly agree</th>
<th>agree</th>
<th>Neutral</th>
<th>disagree</th>
<th>Highly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mediation</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>Arbitration</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>3</td>
<td>Conciliation</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Negotiation</td>
<td></td>
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</tbody>
</table>

26. My organization has the resources (time, money, and people) to deal with conflict?
   a) Strongly agree  b) Agree  c) Neutral
   d) Disagree  e) Strongly disagree

27. My organization has a senior management champion to deal with conflicts?
   a) Strongly agree  b) Agree  c) Neutral  d) Disagree  e) Strongly disagree

28. Employees in my organization feel they have someone to talk to in confidence.
   a) Strongly agree  b) Agree  c) Neutral
   d) Disagree  e) Strongly disagree

29. I agree that there is an evaluation program on conflict management in place.
30. Disputants can air their grievances fully in their own terms without consequences.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

31. Disputants can participate in decision-making and shaping dispute resolution outcomes.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

32. People do get feedback and information they need when they need it.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

33. Organization rewards a collaborative approach to conflict resolution.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

34. Performance reviews consider conflict management and resolution skills.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

35. There are consequences for conflict avoidance.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

36. I provide people with feedback and information when they need it.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree

37. I feel inter-personal relationships are important for conflict management.

a) Strongly agree  
   b) Agree  
   c) Neutral  
   d) Disagree  
   e) Strongly disagree
## ABSTRACT OF CORRECTIONS

<table>
<thead>
<tr>
<th>Ser. No.</th>
<th>Changes Suggested</th>
<th>Changes Incorporated</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Questionnaire attached as annexure has 32 questions and it is mentioned in the study as 37</td>
<td>The questions are incorporated in the questionnaire. Altogether there are 37 questions in the questionnaire.</td>
</tr>
<tr>
<td>2</td>
<td>In page number 35, conflict management in Indian scenario, Julie Gatlin, Allen Wyoscki’s eight causes of conflict were highlighted. At the end of the chapter in references, no reference is added regarding this issue.</td>
<td>In page number 35, conflict management in Indian scenario, Julie Gatlin, Allen Wyoscki’s eight causes of conflict were highlighted. The reference mentioned is incorporated in the references at the end of chapter-II.</td>
</tr>
<tr>
<td>3</td>
<td>In page no. 40 the total number of industrial disputes disposed through the conciliation machinery in Andhra Pradesh is mentioned as four, but 7 years information is given and there is no analysis done.</td>
<td>In page no.40, the changes are made by modifying the number of years from 4 to 7 and an analysis for the same is added to the table no. I.4</td>
</tr>
<tr>
<td>4</td>
<td>In page no. 40 , strikes, lock-outs, and man-days lost are mentioned as four years but 7 years information is given in the report and interpretation is not done</td>
<td>In page no.40, the number of years is changed from 4 to 7 and interpretation is made to the related table no.I.5</td>
</tr>
<tr>
<td></td>
<td>Sources of the tables are not mentioned which is mandatory.</td>
<td>Sources are mentioned for each table and changes are made accordingly.</td>
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<td>------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
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<td>5</td>
<td>Many abbreviations’ were used like EEOC, PERC, NCR, CPP, POSCO, JNNURM, and L.E.T &amp; F in Chapter no. I and no elaborations were given in the abbreviations column</td>
<td>The changes are made accordingly and the expansion of all the abbreviations are incorporated in the abbreviation column and also in chapter-I</td>
</tr>
<tr>
<td>6</td>
<td>In Chapter-I, page no.55, 56 references nos.78, 83 were repeated and reference nos.82 and 84 are same.</td>
<td>In Chapter-I, page no.55, 56 references nos.78, 83 were repeated and reference nos.82 and 84 are rectified and changed accordingly. Reference nos. 83 and 84 are removed.</td>
</tr>
<tr>
<td>7</td>
<td>In Chapter-I, page no.55, reference nos. 71 and 73 are same</td>
<td>Repetition of the references is changed accordingly by removing the repeated reference no.73</td>
</tr>
<tr>
<td>8</td>
<td>In Chapter-I, page nos. 54, 55, reference nos. 54 and 68 are same</td>
<td>Repetition of the references is changed accordingly by deleting the repeated reference no.68</td>
</tr>
<tr>
<td>9</td>
<td>In Chapter-I, page no. 53 reference nos. 44,45, and 46 are same</td>
<td>Repetition of the references is changed accordingly by removing the repeated reference nos. 45 and 46.</td>
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<tr>
<td>11</td>
<td>In Chapter-I, page no.51 reference nos. 23 and 81 are same and reference nos. 52 and 55 are same.</td>
<td>In Chapter-I, page no.51 references nos.23 and 81 were repeated and reference nos.52 and 55 are rectified and changed accordingly. Reference nos. 81 and 55 are removed.</td>
</tr>
<tr>
<td>12</td>
<td>In the questionnaire five point scales has been used as strongly agree, agree, neutral, disagree, highly disagree and extremely satisfied, satisfied, neutral, dissatisfied a, extremely dissatisfied, but during the analysis, low-moderate-high, negative-neutral- positive, fair-good- excellent, insufficient- moderately sufficient-highly sufficient, none-few- many were used which are differing from questionnaire options.</td>
<td>For the analysis, the researcher has re- categorized the obtained quartiles. Up to 1st quartile, it is mentioned as ‘Low’, From I to II quartile, the scores are categorized as ‘Moderate’ and above III quartile, quoted as High. All the options mentioned in the questionnaire are changed basing on the nature of the variable, but the score criteria are same.</td>
</tr>
<tr>
<td>13</td>
<td>In the Analysis Chapter, question nos. V:18, V:19, V:20 options analyzed were grievance procedure- investigation- peer review- internal mediation, Task oriented- turnover- interpersonal grievances-absenteeism- any other reason, Immediate supervisor – Training Manager- HR Manager – Mediator, but these options were not available in the questionnaire.</td>
<td>The related questions for figures V: 18, V: 19, V: 20 are incorporated in the questionnaire accordingly. Question numbers 8,9,10 are added to the questionnaire.</td>
</tr>
<tr>
<td>14</td>
<td>In page no.139, the statement written as there is a significant impact of respondents’ age on the awareness of the conflict management procedures at Amara Raja</td>
<td>The study is on Amara Raja Group of Companies and the changes are made to the statement in page no.139 consequently.</td>
</tr>
<tr>
<td></td>
<td>Batteries Limited. (Whether the study is on Amara Raja Group of Companies or Amara Raja Batteries Limited)</td>
<td>In Review of Literature, reference nos. 34, 39, 40, 64, 65, 70, 75, 79, 80, 81 are removed. Reference nos. 26, 27, 44, 67, 68, 69, 71, 72, 73, 74, 76, 77, 78 are restated clearly.</td>
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