ACKNOWLEDGEMENT

It gives me a great pleasure to submit my thesis titled “An Empirical Study of Conflict Management and Intergroup Behavior as a factor of Organizational Effectiveness in Manufacturing Industry” to the University of Pune.

I was very fortunate to have the guidance of Dr. (Capt) C.M. Chitale for this research, whose expertise and encouragement gave me an inspiration to explore various dimensions of this research subject and enrich the quality of my learning. Dr. (Capt) C.M. Chitale had the rare distinction of having a blend of exposure to Armed Forces, Industry working and Academics. This combination helped me in aligning this research from an Industry perspective based on various situations that we encounter in our work life, and Dr. (Capt) C.M. Chitale, could effectively integrate it with an academic perspective.

I am extremely grateful to him for the valuable insights he gave during our various discussions and for recommending me to various experts, forums, presentations and lectures pertaining to my research. Without his support, it would have been difficult to complete the research with the desired quality. I recollect that he had once highlighted the true meaning of Research. He said, Research only for the purpose of Research will be of no use to anybody. Instead, he advised, that one must take up research which will lead to development of Self, Organisation or Society – this is true research, he asserted.

I appreciate and sincerely thank Dr. Amod Markale, a very confident and thorough statistician, who gave me valuable guidance and unfailing & wholehearted support in statistical aspects of this study. His critical comments and encouragement, made me work harder, as he was aiming at making this study truly benchmarkable.
Dr. Surbhi Jain of PUMBA had engaged me in some meaningful discussions, which helped me in fine tuning the study. I thank her for her kind support and guidance.

I am thankful to all the Top Level Managers who participated in this study gave full justice to the data requirements with utmost sincerity and kindness. Mr. Akshay Deo, my colleague, deserves a special mention for supporting me as a research associate and partnered me in shaping up this research. He spent many weekends in working and supporting me with the thesis preparation.

I am obliged to my lovely family - Sujatha, Rithvik & Ria, who stood by me during these years of study and always encouraged me. They were proud of my endeavor to do this research.

Lastly, I dedicate this Ph.D degree to my wonderful parents – V.Gopalan & Kamala Gopalan, who are no longer with us, but are always in my heart and I cherish my memories of them - to whom I owe, whatever I am today.

My father, a retired bureaucrat, was an inspiration and a role model for me, and had always inspired me to keep learning in life. He would always emphasise, that knowledge is the greatest asset of man.

Pune. Balaji Gopalan
Research Student

“Do not follow where the path may lead. Go instead, where there is no path and leave a trail.”
- Harold R. McAlindon.