

while the economic logic requires effective long-term solution." Kavcic's paper on the Yugoslav experience thus shows that even the self-management by workers cannot fully answer the challenge posed by the employment problem that works under macro-economic compulsions which, in turn, cannot be neglected in the micro-level decision-making, even where the workers are given the last say in that respect.

The volume under review also considers the experience of the cooperative schemes in relation to the employment and the relationship between the size of the enterprise and the labour participation. Many of the cooperatives have been formed mainly for maintaining the workers' jobs following closures of enterprises and some for creating new employment opportunities for underprivileged workers. But the British and the few Indian experiments indicate that the response of the cooperatives in employment creation or employment maintenance has not been adequate or significant. However, the paper on self-employment and Democratic Participation by Chintamani Lakshmana and Mamata Lakshmana has relevance for the discussions on workers' participation in management, as it claims on the basis of two Indian case-studies that full-participation of even poor and illiterate or semi-educated workers "at all levels of decision-making is possible."

In regard to the relation between the size of the enterprise and the scope of workers' participation in management, passing references have been made by some authors in their papers. Ishikawa notes that workers in small business are mostly outside the functioning of the existing participative system in Sweden, Japan and many other countries.

K. K. Chaudhuri in his paper expressed the opinion that in the smaller firms, size affects potential for participation, since smaller enterprises have less rigid administrative and work procedures and "workers in smaller firms give greater emphasis to non-economic rewards including autonomy". These opinions, however, have not been empirically tested either on the basis of surveys, or case-studies. The Workshop should have given more attention to this question of relationship between the size of the enterprise and the scope of workers' participation in management.

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**Managing Conflict and Collaboration,**  
Udai Pareek, New Delhi, Oxford and IBH  
Publishing Co., 1982.

Managing Conflict and Collaboration by Udai Pareek, Published by Oxford and IBH Publishing Co. is divided into two parts. The first part has seven chapters, the second part has six chapters and there is also an extensive reference as well as an index at the end.

As the author states in the preface, this book deals with a critical dimension of Indian culture, namely, the propensity of Indians to get caught in intra and inter group conflict in situations where the task calls for collaboration. However, the culture specificity of this problem has not been dealt with in the book.

In chapter one the author defines cooperation and competition. Actually he uses the term competition synonymously with conflict. I think this is where Professor Pareek ceases

to step out of the culture he is examining and conforms to it. For example, he states that a situation of conflict or competition occurs wherever a zero-sum strategy is used and in this context he uses the instance of a football game. While it is very true that two opposing football teams must use a zero-sum strategy while playing the game, more often than not, happily for all concerned, they do not enter into a conflict. While they compete for scoring goals, they conform to rules of the game and collaborate in doing so. It is true that at times they become embroiled in conflict and the referees are known to have given marching order to individual players. Yet most of the players stick to the rules and try to fulfil the expectation of spectators in terms of displaying skill whether or not a goal is actually scored. In fact, given the total period of time spent in playing a match, the importance of demonstrating skill for the visual pleasure of the spectators is much more than actually scoring goals because an average good football match seldom end with more than 3 or 4 goals scored by both sides. Leaving such things as games, even in wars many countries have been known to collaborate with the enemy in terms of living up to the spirit of the famous Geneva Convention. This latter instance points towards the reality of simultaneity of conflict and collaboration which has not been looked at in the book.

This confusion between competition and conflict lessens the importance of the otherwise excellent compilation of research references in the sense that it becomes difficult to differentiate between culturally approved competition with actual conflicts that the culture at least overtly censures.

Chapter two examines the function of competition and cooperation. Here the con-

cept of negative competition could encompass the area of actual conflict. However, mention has been made of only one aspect of negative competition where a person's self-worth is reduced. The entire area of, for example, conflict based on political ideology gets felt out due to such limited definition. The definition of positive competition that follows also ignores what happens to people who unsuccessfully compete. There is evidence galore of senior managers changing jobs in a huff when they compete for excellence but cannot reach such limited targets as a position on the board of directors. In such situations the positive aspect of competition as described by Pareek only applies to the successful person while the larger group, the company, suffers because one or more unsuccessful but very capable managers leave.

The other problem that one is left with is a lack of indication of cooperation around what. Thus, in quoting Deutsch, Pareek mentions the negative aspects of cooperation while clearly what is omitted is that unless cooperation and competition are seen with reference to tasks, their negative and positive aspects are matters of individual perception rather than pertaining to institutional or organizational parameters.

The chapter also gives us a list of main functions of competition. Unfortunately after reading these one could end up by interpreting as an excellent example of functional competition someone like Gaddafi to a Henry ford because in the end it depends on how one perceives what is "properly used" (p. 17). This is followed by a list of main functions of collaboration. The chapter ends with asserting that collaboration is better than competition.

Chapter three deals with sources of conflict. This is a short and useful chapter which

people interested in diagnosing sources of conflict can utilise.

Chapter four deals with styles of conflict management. Chapter five is devoted to effective management of conflicts, chapter six deals with bases of collaboration and chapter seven is on interventions for collaboration in organisations. This completes part one of the book.

In part two the author deals with general information about studies of conflict and cooperation (chapter 8), personality and cooperation-competition (chapter 9), development of competition and cooperation (chapter 10), communication and cooperation (chapter 11), competitive and collaborative responses (chapter 12) and building a theory of cooperative behaviour (chapter 13).

While trying to review the chapters four through thirteen, the first thought that occurs to the reviewer is that these chapters are excellent for people who are pursuing research in the area of conflict and collaboration. While the contents reflect the erudition of the author, they read almost like a long annotated bibliography of high quality. Because of this, the layman searching for knowledge to use in work situations may find reading these chapters a bit bewildering because while some research data and experiments indicate one kind of conclusions, some other experiments show the earlier conclusions as of dubious value. But what this reviewer finds most threatening is the reinforcement of today's disastrous strategy of armament race that can create holocaust in the world through a single human error or individual panic. Pareek seems to accept the conclusion "that cooperative behaviour is the result of a relationship existing between two individuals or two groups in which both have a minimum level

of trust, and see each other as having power" (p. 140). Thus, fear of reprisal has to be ever present. One wonders where such realities, if they exist, leave such role holders as husband and wife, parents and children or the internal dynamics of border guards as groups in sensitive areas. Pareek continues on the same page: "Furthermore, the reward attached to cooperative behaviour.....significantly determine the behaviour pattern."

Thus, such things as love and commitment through understanding what is socially relevant seem not to exist as bases for cooperative behaviour.

One cannot and should not blame Pareek for this stand. This seems to be the trend in most social sciences today, including behavioural science. These sciences are seen as tools for serving the interests of politically powerful groups—whether one is talking about an enterprise or a nation. Anthropology and sociology are, for instance, used for "integrating" the tribes and the scheduled castes with the "main stream" whether or not the objects of integration like the definition of integration, economics is used to determine individuals' life style through taxation and other policies, political science is used to make incursions into even one's autonomy for expressing thoughts and now behavioural science is almost treated as a tool for manipulating individuals and groups in various work situations. But at least one other way of utilising the lessons from these sciences is opening the doors for increasing individual's choices. Presumably that path threatens the powers that be.

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