

Chapter : One

Introduction

Background of the study, statement of the problem, significance, of the study, research questions and delimitations of this study are discussed in this chapter.

1.1 Background of the study

Students join colleges or higher secondary schools for their higher study. There are three types of colleges which provide opportunities for higher education. Government, public and private are there types of colleges in our country. Public colleges are those colleges which are set up under the rules and regulations of recognized universities of the government of Nepal but owned by public. They are non-profit oriented colleges established by the people of the society. Therefore, different types of people in the society are directly and indirectly involved in it. As there is the variety of stakeholders in public colleges, there is a situation in which they are involved in a serious disagreement and argument, it means that there is the emergence of conflicts among the stakeholders in public colleges.

Generally, conflict refers to negative activities like misunderstanding, quarrel, dispute and opposition. But it has positive impacts as well. As there is the involvement of many people in an organization, there is the diversity of ideas, opinions, beliefs, principles, aims, and responses. These factors cause conflicts in the organization. An organization or a society without conflicts is not possible. It is a natural social process. There is conflict in every society but the type, impact and extent of conflict might be different. (Agrawaal, 1997).

Rather it is necessary for the society or any organization but their proper management is very important. In one hand, there is the excessive growth of population which has bad effects in very aspect of life. On the other hand, there is the scarcity of resources. As the resources can't meet the need of the people, there is the emergence of conflicts and it is necessary to manage them. The process of reducing the conflicts is called conflict management. It is the situation of understanding, agreement and co-operation.

There are different types of views on conflicts. Traditional, behavioral and interact-ional are three views of conflicts. According to traditional views, all the conflicts are harmful and they must be avoided. According to behavioral view, conflict is a natural and inevitable outcome in any group, similarly, the interactional view of conflict states that conflict is not only a positive force in a group but also it is absolutely necessary for a group to perform effectively.

In fact, conflict does not have only negative impacts on educational institutions. They have some positive and constructive impacts as well. The public colleges in Nepal aren't exceptions. Because of the involvement of different people from society, there is the emergence of conflicts in public colleges. The nature cause, consequences and the measures of managing the conflicts are very important to deal with. It has been tried to make a research on them.

Conflict occurs when two or more parties pressure mutually exclusive goals, values or events it can exist either at latent or over level and it is opposite of co-operation. In such a situation, conflict remains as a never ending process in any organization. In other words, conflict is a dynamic process. It is taken both positively and negatively. Actually, the unclear demarcation of the

rights of stakeholders, disobedience of orders and suggestions, interdependence, security of resources and lack of understanding are the main causes of conflicts. It is necessary to manage them to minimize their bad impacts and make them as feedback for organizations. This research report tries to concentrate on the overall aspects of conflicts in public colleges.

1.2 Statement of problem

The emergence of conflicts between the different stakeholders like college management committee members, administrators, lecturers, student and the public is common in public colleges. Those conflicts have both negative as well as positive impacts in running those colleges. They cause many problems and hindrances in many situations. The problems caused by them can be reduced by their proper management. This research study is related to the causes and problems/impacts of conflicts and the measures to minimize them. This deals with the following problems related to conflicts:

1.3 Significance of the study

As the public colleges need active participation of different people from the society, there is the emergence of conflicts among them. Those conflicts work as hindrances for the well management of the colleges. It is believed that the significance of research report lies in identifying those conflicts, their causes and suggesting the measures to settle the conflicts, this report is significant for the college to help them to solve those conflicts and run effectively. This research report is believed to give a new idea to the responsible stakeholders to run colleges by managing the conflicts.

1.4 Objectives of the study

The emergence of conflicts in public colleges is a common problem. This research report has been made to identify conflicts in public colleges and suggest the measures to manage them, so this research has the following objectives:

- i. To investigate the nature of conflicts among the different stakeholders in public colleges.
- ii. To identify the causes of conflict in public College.
- iii. To Identify impacts of conflict in public College.
- iv. To find out the measures to minimize and solve the conflicts

1.5 Research Questions

- i Is there any conflict between administrators and lectures?
- ii Is there any conflict between administration and the students union?
- iii. Is there any conflict between college management committee and local people?
- v. Is there any conflict between student and lectures?
- vi. Is there any conflict between management committee chairmen and principals?
- vii. What are the causes of conflict ?

1.6 Delimitation of the study

The research report does not cover all the aspects of public college. It deals only with the conflicts that emerge there. The nature, cause, impacts of conflicts and the measures to solve them are the subjects of study. Only three public colleges of three different status I, e. a well – established campus

(kumarwanti multiple campus, Shiva Mandir/KWMC), a medium level campus (Lumbini, Adarsha Degree college/ LADC and a newly established college (Devchuli college, Rajhar/DCR) are selected as models/samples to make a study on conflicts. The principles of above mentioned colleges, management committee chairmen, some members of the management committee, some lecturers from those college, members from students, union, some student, guardians and certain local people are visited and essential informations and data related only with conflicts are taken from them to complete the research report.

Chapter : Two

Review of Literature and Theoretical Framework

Conflict has been a natural social phenomenon in any organization or whether institution it is government or public. Different writers have written different articles and also have made different research work on it. Their theoretical and empirical literature review will be made to complete this research report. What the former writers and the researchers have said and written will be quite useful to make way from writing my research report. Then conceptual framework will be made for it.

2.1 Review of Related Literature

According to Poudel, as he referred to Karl Marx (1818-1883), Marx propounded dialectical materialism synthesizing the 'dialectics' (dialectical elements) of Hegel and 'materialism' of Friarbankhs. The change of the world according to Marx determines the contradiction the inherent in the matter. The very contradiction of mater makes a change, the changes, always it is dialectical. So, history is not a help of order less dumping but rather it should be scrutinized chronological and sequence of ongoing process. According to him, the history of the society is the natural process of the change that substitutes the lower level of production system by higher ones. So, he has defined the ages of the history in accordance with the mode of production and its level of development and has made commentaries according to changes that happen on them.

The steps of the epochs are :

1. The primitive Society (Primitive Communism)
2. The Serfdom

3. The Feudalism
4. The Age of Capitalism
5. The age of Socialism
6. The Age of Scientific Communism.

The synthesis concludes that the one of the epochs influences the other. And at the last step of changes society becomes classless.

According to Charls Darwin's (1959), The Theory of Evolution, if the laws of social changes and environment can be fixed favorable social change comes down. In the early phase of development of their theory, evolutionists had propounded unitary theory. Now, Following the developed countries they have come to the pluralism. It means that there are varied ways (different kinds of ways) for social changes; one of the societies can follow the different sorts of the way/paths for change according to the very form of the very society. Likewise, according to the work of Spenlger (1918) named 'The fall of western civilization too has certain rules like each of the bio-beings. The birth, maturity, oldness and the death are to follow all of them.

The Writer, Arnold Tonib (1954-1961) has been referred by Wagle and Karki (20 (1061 B.S.), According to them, assault and reaction were built up. Each society has to face external antagonism of environment of material world and at the same time internal energy. A society's pace of the progress determined by how it faces challenges as skillfully as their immunity, and goes ahead according to it's the very immunity. And at the same time, he explains, only the worth relation can move the society ahead. According to him each entity, social organization and civilization have to undergo the system of growth and destruction. It says, (They theory says) the society we call powerful certain to fall.

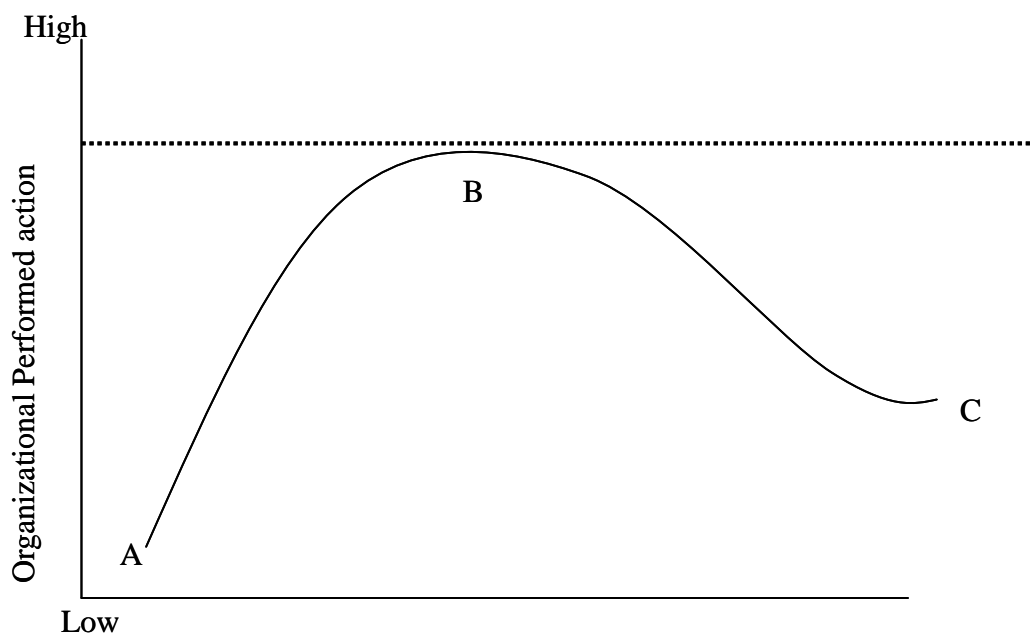
According to the Koirala and Shrestha (2059), As the referred to F.W. Taylor (1956), he has emphasized to upgrade the skills of workers. The theory has changed the older track into new one, and has studied chronologically replacing the conventional shortcomings and mistakes. He has propounded some of best formula including-observation, evaluation examination and conclusion. His theory contributes to change the convention theory into scientific. His theory focuses on the method of work scientific approach, has to give up conventional. Choosing the best workers among traditional too, we have to train them, there should maintain the consensus feelings of affectionate between workers and manager. He further adds, to gain more advancement one should manage sufficient salary to the workers and between manager and wagers, there should be scientific work division.

Mery Parker has been referred by Koirala and Shrestha (2059 B.S.) to grow products more have to develop humanistic relationship between wagers and managers according to the need and desires of people. Eliminating polluted feelings and thoughts of mean one has to re-establish humanistic relationship grounding on scientific psychological structure. The more relationship becomes cordial the more action gets effectiveness. He has focused on the modern approach of democratic inclusiveness. In the theory Human Relation and Coordination propounded by her, relates a new approach that, says we can directly make relationship with human kinds. It is better, one should coordinate with people before performing the action. The relationship between people and organization, machines and wagers, goods and environment has dense relationship each other According to her, the theory guide us-how to make clear about the goal, amending and make clear the polices, make duties and rights vivid, to make communication effective and two ways approach, make administration up to date, manage observation and examination, make integrated thoughts and concepts, inspire activists to the

work, develop the leadership versatile and inspire the people working in group and make known people about the power in group, these are fundamentals that we find in her theory.

According to Kusum (2063 B.S),contradiction developed with the development of human being. Where there are two persons there certain to exist discrepancy and where the discrepancies there exist contradiction. But, only the size and quantity of contradiction differs from one to other. Human kind makes an organization only for the sake of them in which mean of the different thoughts, opinion and dogmas are in action. As unevenness comes down in thought or in action , starts contradiction. To occur contradiction in an organization is general. Even contradiction is also acceptable until it hampers the organization. So, before the hampering organization one should manage it. If the contradiction, either it gets high demarcation or low, in one of both ultra points, organizational activities become less effective. In organization therefore, contradiction is necessary that of needed, which plays the role of positive performing the organizational activities.

It can be presented in figure as sketched below :



According to Subedi (2062 B.S.) the schools were widely and badly impacted in the time of conflicts. As presented the events, according to him, children and teachers are killed, kidnapped and became wounded. Organs of them are damaged and are become handicapped and contactless (disappeared). They are thousands in numbers, and so on. All events that by the side of government and at the same time Maoists side. Till now, 421 have been killed and 458 are with lost organs. Likewise 234 are arrested by government. And including teachers 29524 pupils are kidnapped by Maoists. According to that CIWIN, including child labour, more than 40 thousands are displaced due chiefly to the armed conflict.

According to the James Evers (2066 B.S.) as Mainali has referred him Finally, he comes to the conclusion that only less than half of the students enrolled in school level get passed, although the attempts a lot of amendment in Schools/ Colleges Managements are being lunched by the politicians and education experts. A Harvard Education Press releases a fact that even one third of the students do not pass their high school in America. It is because of failure of school management as he points out, failure of school reforming program, too Why does so happen ? Because he points out, negligence of teachers experiences and skills not made teachers up to dated with changing contexts, poor evaluation of teachers labour, to assume teachers just a clerk and they discourage who are creative, instead of encouragement and so on.

Gurung (2058 B.S.) A research on the Education Management for conflict Victim Children , it has aimed to recognize the experiences and effects of conflict victim students, to describe the attempts concerning to education management of students those who are victims of conflicts and to recognize possible education management.

According to Upreti (2062 B.S.) no society or organization is possible without contradiction. The contradiction which aroused in an organization may be the both violent or non-violent. Bu the contradiction with violent may break social consensus. And if no proper solution will invite social fictionalization. Hence, all classes and creeds must aware of the every situation. Another form of contradiction is non violent, which follow the path of peace for socio-political changes. If it gets solution positive will happen reformation and changes. It has been found that they way and methods to solve the conflicts has referred, are of conflict experts, these are based on interest of conflict experts, justice approach and based on power methods.

Dhakal (2067 B.S.) has pointed out some genuine issues concerning to the upheavals that happened in school or college level. These aspects of issues about working teacher, school or college management term, policies made by the decision making level, formulation of policies national and international conditions, teachers' right and duties and their right to safeguard, obtained services, facilities and their unions and their affiliation to any political parties are\many be the causes to create. The impacts of affiliation to any political parties are/ may be the accuse to create conflicts. The impacts of conflicts such as impacts of teachers training, the fall of quality of education, and other losses that have already happened or will happen in future. If found, have been analyzed minutely. And I found that a public call- 'lets do not scold one another's for redemption and reformation on these mistakes and weakness which happened by oneself or by the side of

others. And it is hoped that, analyzing these matters respecting researches, articles, literatures, and teacher's journals and different kind of methods of differ nets of different conflicts experts, it will helpful to manage or to reduce conflict of to prevent the conflict that will happen in future.

2.2 Theoretical Frame-work

Some related empirical literatures reviewed made to complete this research work. It is helped that those literary works will be quite helpful and supporting to study about the topic selected for the research report.

Dr Bidhya Nath koirala and Chandra Bahadur Shrestha (2063) "it is natural to emerge contradiction, debate and misunderstanding among the different stakeholders of any organization. That every state of opposition, situation of divergent opinions, lack of co-ordination and disagreement in any organization is called conflict. Any organization without conflict is impossible."

Here are some definitions of conflicts:

"Conflict is disagreement, war, battle, collision, emotional tension and opposition of process" Webster, people have different views on conflicts. Their views have been changed through time.

i. Traditional views of conflict:

Traditionally, conflict was taken negatively only. According to traditional views of conflicts, all conflicts are harmful and they must be avoided.

ii. Behavioral views of conflicts:

According to behavioral view of conflict; conflict is a natural and inevitable out come in any group. It is related to human nature and behavior.

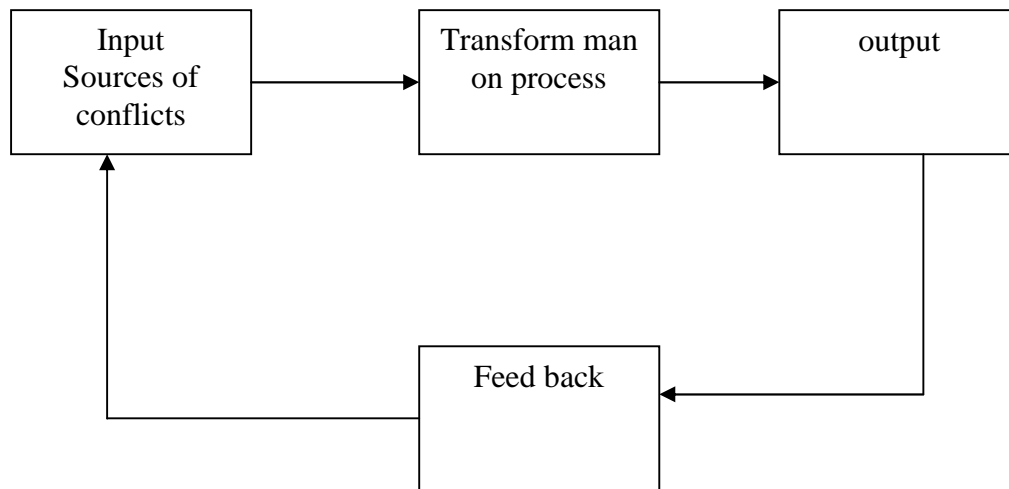
iii. International views of conflicts:

According to international views of conflicts, conflict is not only a positive force in a group but that is absolutely necessary for a group to perform effectively. There are different types of conflicts like conflict within an individual, between individual, between groups or between different organizations. But they do not emerge in all organizations in the same way. They emerge differently.

There are many ways of reducing conflicts. The manager has to play main role in this regard. The better ways of reducing conflicts are; improving communications among individuals in an organization, better co-ordination, goals succession and increasing the availability of resources. Conflict resolution is possible through meditation, collaboration, negotiation, paratactic something and containment.

The nature of conflict is different in educational organizations. There are different sources or causes of conflicts in public colleges. They have different consequences and can be resolved by applying different consequences and can be resolved by applying some measures. In overall study on the conflicts in public colleges on the basis of the empirical literature reviews.

Table No. 1



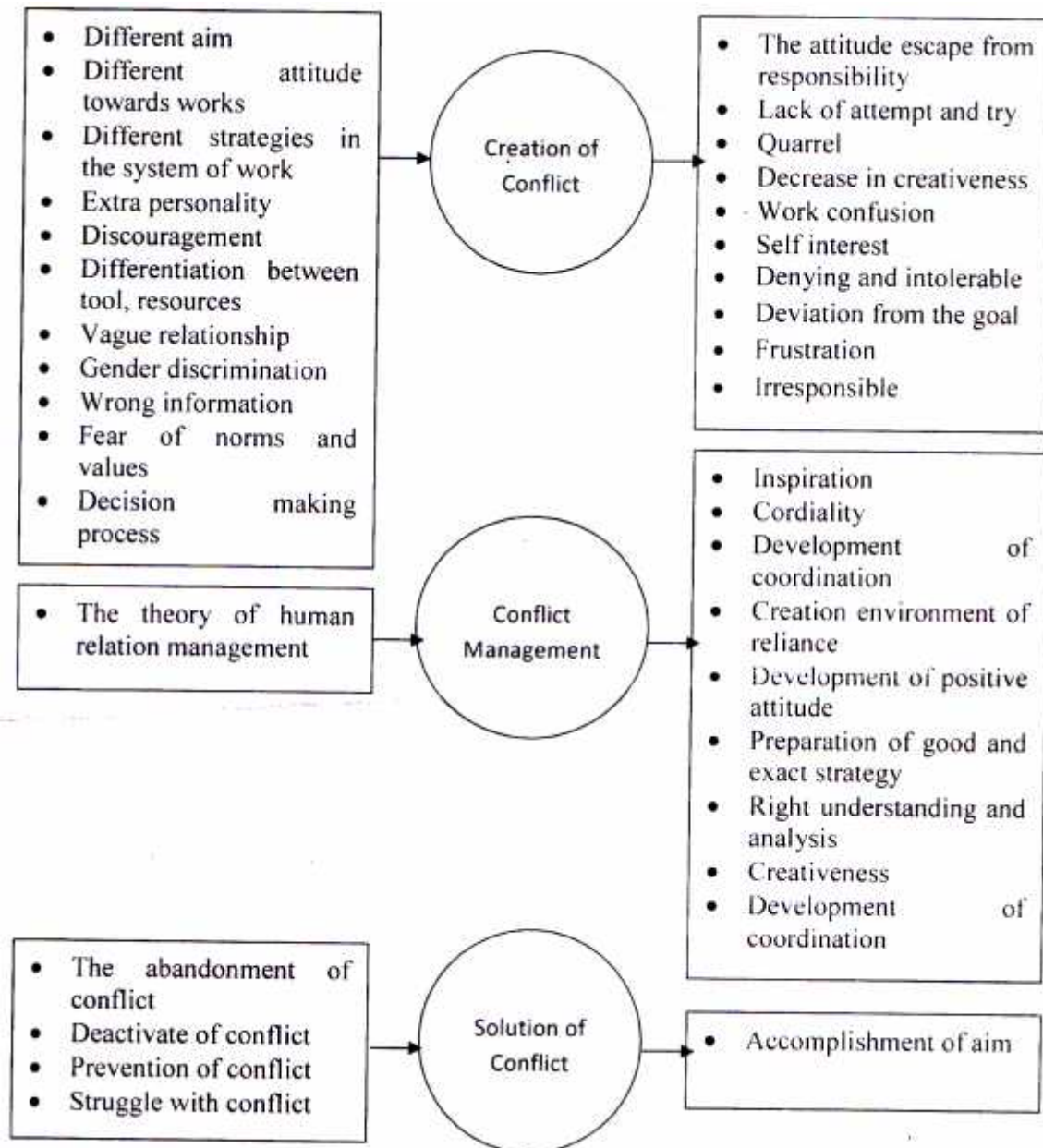
In this way, after the study of related literature and visit of three sample colleges (K.W.M.G, L.A.D.C and D.C) a conceptual framework for the research report has been made the natures, cause, impacts and measures of managing them have been identified and this report has been prepared.

Here, the conflicts, creased in any kinds of organizations, concerning to the related matters, procedures, systems methods, laws, principles and concept with sketched, prepared by veteran experts that are used in conflict manage met have been tried to overview including them by theoretical approaches.

Here, any types of organization have got certain goals to be established. To get the proclaimed goals, that have been fixed by an organization have to manage well between obtained resources and involved human resources, administration parts, economical aspects and whole physical atmosphere. There are some recognizing principles to follow to get get the goals gained. Now, in the very study, being stood on the basis of F.W. Teller (1856-915), Ilton Mayos (1880-1949) or the principles on Human Relation and Henry Foyets (1841-1925) the principles of Management Administrations and other

related recognized norms and methods has been tried to make conceptual sketch on conflict management.

The conflict does not always become negative. If it manages will give energy in an organization. A conceptual sketch of conflict management has been prepared as below:



In an organization, therefore there are lots of sources of conflict and emergence of conflict. In a nutshell, to last with logical conclusion of any

kind of conflicts, should recognize objectively, it following the best strategies propounded by "The theory of Human Relation Management." A skillful manager, it is suggested as depicted in a Chart, would have to recognize the conflict-point form where they are created and managed in accordance with both concept of conflict management.

It is obviously seen that to conclude the conflict last one should follow the proper norms concerning the conflict management. These required helps are, first of all, to arrange required trust worthy environment, start positive talk, make proper strategy and right analysis and understanding upon events and subject matter respectively. (Upreti 2062 B.S).

If the conflicts are managed in accordance with rules and regulations mentioned above it will solve many problems through a one key. Such as : can be distinguished shortcomings of activist/ staffs and can coordinate and inspire them, can involve all members in organization's movement so that it gets accomplishment can increase skill of an individual and at the same time of organization, can mobilize a group and increase communal skills in the groups, can motivate can be inspired by love, affection, attachment, respects, etc. Human relation is an action oriented procedure, so it is people oriented, and gets offering of gifts and praises it, inspires, positive reuses and the human relation resemblance with the theory, too.

So, to sum up, it is hoped, the study concerning conflict management at the school or college level has been accomplished grounding on the very theoretical sketch. In the sector of school or college searching the causes of conflicts and the right method of right solutions, the study has been fulfilled. The solution among human relation is an action oriented procedure, so it is

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2.3 Educational implications

Different writers have interpreted differently but the main thesis is the same, on the basis of articles and research reports found written on conflicts have been quite helpful to make a conceptual framework of the research report.

The writers like Dr. Govinda Ram Agrwaal, S.P. Robins Bishnu Prasad Upreti, Afful ken etc. have written about meaning, definition, cause, types, characteristic and method of managing the conflicts. Their views have helped to crate a framework for preparing the research report thesis. In the same way, the condition of conflicts like cause, features, types, results and measures to manage them in public colleges are described in this thesis.

Chapter : Three

Research Methodology

Methodology is one of the most significant aspect of research, in this part, some important matters are decided like how, what, where the research study tries to find the matters that is decided according to the objectives. In this chapter the details of the sample life and sampling procedures, research design, selection of the study area, sources of data, data collection, tools and techniques are presented.

3.1 The Research Design

The research report on conflicts and their management in public colleges is descriptive analysis and innovative as well . It is qualitative research. It has been carried on basing the visit of the management committee chairman, members, lectures, students and some local people as well as stakeholders interview. interaction, and discussion with them and the spot observation have been quite helpful to get information to complete the research report the ideas presented in the researcher part are supported by the specific informative to complete the research report. the ideas presented in the research report are supported by the specific information found during study and the report has been completed on the basis of reliable information.

The selected there colleges K.W.M.C., L.A.D.C and D.C are the main object of study. A comparative study of these there colleges in maters of the nature of conflicts and their management has been made. The selected stakeholders K.W.M.C LADC, D.C chairmen, principals, presidents of TA.

and SU, some students and some local people of the colleges and some research works and articles on conflicts are taken as the source of study.

3.2 Population Sampling

There are twelve public colleges between Gaidakot and Dumkibas. It is eastern part of Nawalparasi District. Many of them have been running not with much conflict but with peace and progress expect lumbini Adarsha Degree college , Kumarwanti multiple campus and Devchuli college Rajahar. These are selected to make a study on conflict.

The necessary information for this research is derived from sampling. As only three public colleges are selected for study sample size is not so large, Both probability or random sampling and non- probability sampling are exploited in course of finding informations. For examples, some students and people from the society are taken as random sampling and the chairman of management committee principals and presidents of S.U. and T.A. are non probability samples.

) Probability or random sample size

) 2/2 students from K.W.M.C/L.A.D.C/D.C.

) 2/2 lecture from K.W.M.C/L L.A.D.C/D.C

) 2/2 Members of management committee from K.W.M.C/L.A.D.C/DC

) 2/2 gurdians from KW in C/L / DC/DC

ii) Non probability sampling size :

principal- 1/1 from K-W.M.C/ L.A.D.C/D.C

Chairman of C.M.C 1/1 from K.W.M.C/L.A.D.C/ DC

President of SU and TA1/1 from KWMC/LADC/DC

3.3 Source of Data

Simply data needed to complete this research work are derived from. Primary and secondary sources. Observation of the selection colleges, interview, questionnaires, interaction and discussion with the stake holders are the primary sources of data likewise the journals and articles published by the colleges and the records found in the colleges are taken as the secondary sources of data.

3.4 Research Methods and tools

To generate the primary data structured questionnaires, structured in interview and observation was applied.

Questionnaire Survey

Survey questionnaires were prepared to generate the realistic and accurate data from college principals, chairpersons, students and lectures who were involved directly in the progress of the colleges.

Questionnaires interview

The primary data was collected from key informant using the semi or unstructured interview method. The interview was taken as cross checking for data obtained for questionnaire. These informants were particularly college, principles, management committee members and other related persons.

3.5 Data Collection Procedures:

The selected colleges were pre-informed and data have been collected from records of the colleges. some sample stakeholders are Interview to fill up questionnaire and other forms. five set of questionnaires are prepared to fill

up by the different stakeholders. Interviews are taken with some local people, college management committee members, principals of the three selected colleges. information is taken by calling a mass meeting of guardians, management committee members, principals, lectures and students of the colleges separately. Besides that, observation, discussion, and interactions were held with some of stake holders as the researcher himself is involved in one of the selected public colleges (CKWMC) some information is taken from his own experience. There is reflexive data collection procedure to some extent.

3.6 Data Analysis and Interpretation Procedure

After coding and Organizing the data they are analyzed in order to test the hypothesis and to come to the logical conclusion. the collected data are organized on the basis of the responses of the stakeholders.. They are categorized, processed, explained, analyzed and organized. They are used to justify that conflicts have emerged in public colleges because of some reasons and their bad results can be minimized by their management.

Chapter : Four

Analysis and Interpretation of Data

Analysis and interpretation of data is another important step of research report. The data and Information collected during the study are analyzed and interpreted to achieve the objective of the study. They are interpreted within the limit of information found by observation, interview, interaction, and questionnaires with responsible stakeholders as given in the appendices. The data and information related to the following aspects:

- i) Nature of conflict emergence in public colleges,
- ii) Causes of conflicts,
- iii) Results of conflicts,
- iv) Management of conflicts.

4.1 Nature of conflicts among the different stakeholders in public colleges

Conflict refers to all kinds of opposition or antagonistic interaction between or among individuals or groups. If there is diversity between the objectives, intentions and opinions of two different individuals, groups or organizations, there is the emergence of conflict. Conflict is nature and ideology based to a great extent. whether it is a public or a government institution or developed or a backward society, there is the emergence of conflict in various aspects and levels. There is the beginning of conflicts in a society because of the use of power by some people, poverty, unemployment and lack of resources. It is not possible to get any society or organization where there is not a conflict.

The conflict is, thus, a natural process of any society or organization. The conflict those emerge in a society or institution cause problems and hindrances for smooth progress but they can be settled by some measures. The conflicts help the institutions by providing feedback. But it is necessary to manage the conflicts in times.

As a public college has large number of stakeholders, is the emergence of conflicts whether it is well-established or one. It is caused mainly by the diversity of objectives, ideas, intentions, status and thinking among the stakeholders. The situation of conflicts has been studied and a conclusion has been drawn about it on the basis of the stakeholders of the three colleges have given their own views of the nature conflicts in information given by them have been the foundation and guidance for completing thesis report. Mr. Moti Ram Tiwari, the principal of KMC, in an interview with him said that conflict is a state of dispute or disagreement between two parties. It is a type of competition between the people with different ideas or opinions. It is a natural process in public colleges and it helps to achieve institutional goals. On the conflict is not an easy job. It is a change the public colleges have to face.

According to him, the students from different castes, creed, family status, economic background and region come to the college for higher study. There can not be identical opinions among them and there is the emergence of conflicts in KMC. Different forms of conflicts are found in KMC. From the primary and secondary source of data it has been found that there is conflict in KMC between college management committee and administration although it is a part of management committee. There is disagreement between them in various matters like construction works, fee increase of students, in appointment and the facilities for the lectures. There is the

situation of dispute or disagreement between the administration and teaching staff (Lectures) in matters of quality of education, performance of duty, regularity and punctuality. In fact, there is not principal does not think him to be the boss. The conflict between lecturers and students because of their political ideology but that is only short lived. There is misunderstanding between lectures and management committee in matters of facilities of the lectures. To sum up, there is conflict between different stakeholders of KMC in different aspects.

The next college selected for study is Lumbini Adrsha Degree College which is a well- established college in Nawalparasi district. The nature of conflict has been found to have been different from that of KMC. The data and information about the topic selected have been derived from the principal, management committee chairman, represnetives from lecture and students, some guardians and local people. A discussion and interaction was them have been main source to complete this report.

According to the principal of LADC Mr. Baburam Rana, that campus also is not free from conflicts. It is mainly between the lectures and the management body. There is always a type of latent conflict between them in matters of facilities for the lectures. The management committee is blamed by the lectures to have exploited them financially. On the other hand the, management committee states that it has done as it is possible. The conflict between students and administrative body is another from of conflict to have been found there. One of the lectures visited during the study stated that the main cause of conflict is the monopoly of the management body in great decisions. The lectures ae in conflict with the administration because there is not any promotional chance for them. Nither they are given provident fund. They do not have the guarantee of their job either. Different facility for

similar responsibility is another cause of conflict among the lectures. The physical facilities given to the students have not met the growing needs of students. That is major cause of conflict between students and college. It was said by the representative of student in the interview and interaction.

Another selected college for study is Dvechuli College, Rajahar Nawalparasi. This is a newly established college and is struggling for existence. In the course of preparing the research report, the responsible figures of the college (Principal management committee chairman, representatives from lectures and students and some local people also were visited for information. They were given questionnaire form to fill up and were called for interview. On the basis of the information derived from different sources it is found that the nature of conflict in this college is different from those of other colleges. The conflicts in the society have direct affect on the college affairs so that there is the emergence of conflicts in that college. The main cause of conflict is the political ideology of the stakeholders. Besides that, there is the conflict between the administration about the quality of education and physical facilities in the college. Likewise, there is the conflict between lectures with administration and management committee because of their in security of job and low pay scale. There is conflict among student because of their different background and ideology as well. It has been found that the conflicts those emerge quickly are solved easily.

The principal of DC, Mr. Gopal Prasad Lamsal in his interview said the quarried that emerges in the colleges or any organization is conflict. That is mainly caused by misunderstanding among the different stakeholders. Conflict is not only caused by internal factors of the college but also by other outer factors. The main causes of conflicts are poor physical facilities in the

college, bad economic condition of the college, narrow mindedness of the responsible stakeholders and the desire to show their impression. Broadly speaking, conflicts in colleges are mainly caused by lack of physical resources, personality traits, discrimination, lack of understanding and narrow mindedness. The college wise nature and emergence of conflicts are described in the tables below:

Table No. 2
Nature/types and causes of conflicts in DC

Types of Conflicts	Causes or Sources of Conflicts	Examples of Conflicts
Conflict between college and company	Fee of students, negligence of community by college in making decisions, distribution of free ship for students, formation of management committee, appointment of lectures, allocation of resources.	Community people strongly composed increment of fee and came to college as delegation, management committee for a long time and as a result of that great problem was there in running the college, the society people objected to the appointment of lectures and demanded to cancel their appointment
Conflict among lecture	Political ideally, feeling of locality, different cultural norms and values,, personality traits, different social status.	Misunderstanding among them in various situations, division into different groups for the welfare of their groups, trying to pull les of each other taking the support

		of students.
Conflict between management committee and lectures	Narrow outlook of management committee, management committee thinks lectures are doing their job not social service and give much time in other colleges.	In a mass meeting the committee members charged the lectures for not being serious in their duty, open challenge of lectures to go on a strike if they do not increase their facilities.
Conflict between principal and lectures	Strict nature of the principal, misuse of power, lack of transparency in fiscal matters, decision making process of the principal, biasness of the principal, negligence of the lectures in their duty.	Lectures against the principal for the did not include them in great decisions, lectures in strike for the principal did not take their demands seriously, the principal always charged for he gave more facilities to the lectures who is in his support principal against the carelessness of the lectures regarding their duty.
Conflict between lectures and students	Quality of education, biasness of the lectures for students, discipline of students.	Students not satisfied to the quality of some lectures and they were in strike, sometimes hot arguments are heard between them because of the biasness of lectures and the behavior of students, open challenge of students at the time of examination when the

		lectures try to stop them from cheating.
Conflict among students	Political ideology, different social background, status and thinking level of the students, gender compels, love affairs.	Hot argument and tussle among the students of different political groups at the time of the election of students Union, quarrel among some students when one group wants to take the classes and some do not sometimes debates among boys regarding the girls they like.

Table No. 3

Nature/types and causes of conflicts in KMC

Types of Conflicts	Causes or Sources of Conflicts	Examples of Conflicts
Conflict between college and community	Increase of fee, decision making process of the college, distribution of free ship for students, formation of management of lectures, allocation of resources, unnecessary interference of community in college affairs.	Community people strongly opposed increment of fee and came to college as delegation, management committee could not be formed for a long time and as a result of that a great problem was there in running the college, the society people objected to the appointment of lectures and demanded to cancel their appointment, request of college not to interfere in small affairs.
Conflict among lectures	Political ideology, felling of locality, different cultural norms and values, personality traits, choice of subjects for teaching	Misunderstanding among them in various situations, division into different groups for the welfare of their groups, trying to pull legs of each other taking the support of students.
Conflict between management committee and lectures	Narrow outlook of management committee, they always charge the lectures for not performing	In a mass meeting the committee members charged the lectures for not being serious in their duty, open

	duty nicely and not giving duty nicely and not giving enough time for college, lectures think management committee is exploiting them by giving them low salary.	challenge of lectures to go on a strike if they do not increase their facilities. Lectures claimed that they are free to do what ever they like after college hours.
Confect between principal and lectures	Misuse of power, lack of transparency in fiscal matters, decision making process of the principal, biasness of the principal, negligence of the lectures in their duty, principal not rising voice with management committee for their professional advancement.	Lectures against the principal for the did not include them in great decisions, lectures in strike for the principal did not take their demands seriously, the principal always charged for he gave more facilities to the lectures who is in his support principal against the carelessness of the lectures regarding their duty. Effectively but the lectures defended that they are doing as much as they can.
Conflict among Lectures	Political ideology, feeling of locality, different cutural norms jand values, Presoality traits, dfferent social status.	Misunderstanding among them in various situations, division into different groups for the welfare of their groups, trying to pull legs of each other taking the support of studnets

<p>Conflict between management committee and lectures</p>	<p>Narrow outlook of management committee thinks lectures are doing their job not social service and give much time in other colleges.</p>	<p>In a mass meeting the committee members charged the lecturers for not being serious in their duty, open challenge of the lectures to go on a strike if they do not increase their facilities.</p>
<p>Conflict between principal and lectures</p>	<p>nature of the principal, misuse of power, lack of transparency in fiscal matters, decision making process of the principal, negligence of the lectures in their duty</p>	<p>Lectures against the principal for the did not include them in great decisions, lectures in strike for the principal did not take their demands seriously, the principal always charged for he gave more facilities to the lecturer who is in his support, principal against the carelessness of the lectures regarding their duty.</p>
<p>Conflict between lecture and students</p>	<p>Quality of education, biasness of the lectures for students, discipline of students, irregularity of lectures, disobedience of the advice by students.</p>	<p>Students not satisfied to the quality of some lectures and they were strike, sometimes hot arguments are heard between them because of the biasness of lectures and the behaviour of students, open challenge of students at the time of examination when</p>

		the lecturers try to stop them from cheating
Conflict among studnets	Polictical ideology, different social background status and thinking level of the studnets, gender complex, love affairs.	Hot argument and tussles among the studnets of differetn political groups at the time of the election of studnets' Union, quarrel among some studnets when one group wants to take the classes and some do not some times debates among boys regarding the girls they like.

(Source : Interview, interaction and discussion)

4.2 Causes of conflicts in public college

During the research study, it has been noticed the emergence of conflict to have caused many effect in college affairs. On the basis of questionnaires, discussion, interaction, and interview with some sample stakeholders, some information about the impacts of conflicts is gaghered. The college management committee chariman of KMC Mr. Deepak Lamsal stated that the results of conflicts are both good and bad for running the colleges. On one hand, conflict provides feedback for the colleges and on the other hand it causes problems for colleges. It stops the policy makers from making the polices unfairly. According to him,one main problem with conflict is that it causes delay in every action and decisions.

The information about the effect of conflict in LADC is to some extent different from that of KMC and DC. In the questionnaires from the management committee chairman Mr. Mahendra G.C. said that the conflict between the different stakeholders in the college has delayed to make any decision about the college affairs the management committee members do not have identical opinions about making plans and collect fund for college. The typical conflict emerged in the college was at the time of forming the management committee. Because of the political misunderstanding a long time was taken in forming the management committee. There is interference of parties in the formation of management committee. Some important figures have been included in the committee because of the proportional participation of the representatives from different parties, says the chairman of KMC. The chairman of university Lecturers' Association LADC unit Mr. Madhav Parajuli said in his interview that there is the conflict between students and lectures at the time of examination and that has made great distance between the students and the teachers. The conflicts between them have to some extent affected the teaching-learning process as well. The conflict between the lectures and the management committee has caused frustration in the profession of the lectures. The information found from the third selected college DC also is quite meaningful for coming to the logical conclusion concerning the topic selected. The results of conflicts in DC are seen working as hindrances for well progress of the college. Although it is a good proposal or idea of one group, that is opposed by another group. To tell the truth, a short glimpse of present political situation is found in this college. Anyway, the data found about the impact of conflict are guidance for coming to a sound conclusion. The positive and negative impact of conflict in the three colleges (KMC, LADC and DC) as found during the research study are as follows:

Table No. 5

S.N.	Positive impacts of conflicts in colleges	S.N.	Negative Impact of Conflict in Colleges
1	Beginning of mutual understanding among different stakeholders of colleges.	1	Conflicts are hindrances to come to any decisions in time. The selected three colleges have faced this problem.
2	Colleges have stopped making on sided decisions.	2	Conflicts care obstacles in running the colleges. It has been found to have been so in the three selected colleges.
3	Management committee has begun to get importance	3	Even some important proposals are cancelled because of conflict in DC and LADC.
4	As there is the conflict between different stakeholders, there is the growth of competition which is necessary for the progress of the colleges.	4	Some good lectures left the college because of conflicts which is a great loss for colleges.
5	Conflicts make lectures hardworking and committed to their work so that they could show their importance.	5	Studnets cause disturbances in classes because of the conflict between lectures. This is found in DC and KMC.
6	Development of problem solving skills	6	Lectures are not motivated in their duty becuasue of conflicts between administration and

			management committee which effects in quality education.
7	Dvelopment of collective motto.	7	College environment has been distrubed by the conflict among studnets. Numbers of studnets are likely to decrease in LADC and DC.
8	Development of creativity and productivity	8	Stakeholders are paying less importance to college.
9	Development of new ideas and	9	
10	Conflicts make the stakholders able to fact the challenges in the future.	10	
11	Conflicts can be feedback for effective administration and maanagement of colleges.	11	
12	Conflict are indirectly quite helpful to achieve goals	12	

Source : Observation, interview, questionnaire, interaction with different stakehodders)

4.3 Impact of conflict in public college

During the research work managing the conflicts in public colleges is found to have been a challenging job. There sample colleges have different types of conflicts, their causes and impacts. The measures of managing them and the challenges of them are also noticed by observation, interaction, discussion, interview and questionnaires. The information about the management of conflict is analyzed as follows:

During the visit, the principal of KMC Mr. Motiram Tiwari said that when the conflicts emerge in his college it is not easy to settle them. As the natures of conflict vary, the measures of meaning it also vary. According to him, the conflicts between the college management committee and principal is settled by open discussion

He said that once there was conflict between KMC and administration about the appointment of lectures and increasing the physical facilities of the lectures and that was settled by open discussion and communication. If there is the conflict between administration and lectures, that also is settled by open discussion with them. But the conflict between students and college administration is not settled by open discussion only. Threatening language used by the principal is a more effective weapon for it. The conflict between lectures and students and between lectures and administration is a never ending process. They are not easy to be settled. They seem to have been selected for some time they emerge soon. If a certain group feels to have been exploited or dominated there is emergence of conflict all the time. The management of conflict is a greater challenge in DC than in other two selected colleges. The conflict between college administration and other stakeholders is a great issue. The management committee chairman of the college MR. Hari Prasad Parajuli said that the conflicts in that college are settled by discussion and interaction but because of the political interference, it is very difficult to do so. According to a Lecture of DC Khemananda Ghorasaini there is always conflict between governing body of the college and the lectures in matters of the physical facilities of the lectures. The increment in salaries and physical facilities helps to manage the conflict temporarily but the conflict between them is seen soon. The conflict between college administration and students is managed sometimes by providing facilities to them and by applying liberal policy for them and sometimes by using

threatening language. But that does not work for long time. The conflict between lectures and students in matters of the quality of education in the college is avoided. It means that the disagreement between teachers and students in matters of quality of education is not taken so seriously. This idea was expressed by a lecturer of the College MR Khemananda Ghorasaini

The management process of conflict in LADC is found to have been different from that of other college. The conflict between the management committee and the administration is mostly settled by discussion. The principal of the college Mr. Baburam Rana in his interview stated that the conflict in his college is settled by avoiding them in some cases. The president of free students Union Mr. Pursotam Gaire in a discussion with him said that there is conflict between students and administration because of the demand of facilities by the students. The conflict is sometimes their demands are ignored and they have to move back from their demands. At the time the conflict is sometimes settled by providing them with facilities they demand and sometimes their demands are ignored and they have to move back from their demands. At that time the conflict is neutralized for some times but the does not work for a long time. The administrative officer of the college Mr. Chet Narayan Sapkota in an interview with him said that sometimes the conflicts are settled by smoothing, compromising and problem solving. In this way, during the research study, it has been found that the conflicts in public colleges can be managed by applying some measures. If they are managed in time, they can feed back for the colleges but if they are not management in time they become hindrances to run the colleges effectively. In short, **the measures exploited to manage the conflicts in public colleges** are as follows:

- i) Open discussion with the stakeholders,
- ii) Interaction and communication,

- iii) bringing in outsiders,
- iv) compromising,
- v) problem solving,
- vi) increasing facilities of the lectures and students,
- vii) accommodating and smoothing,
- viii) avoiding the conflicts,
- ix) convincing the stakeholders to understand the reality of public colleges,
- x) taking advice of stakeholders in making important decisions,
- xi) giving political pressure, using cruel language and giving punishment.

These measures of conflict management are employed in different public colleges. That depends on the nature and types of conflicts. During the research study, these measures are found to have been employed by responsible stakeholders by identifying the causes of conflicts.

4.4 Measure to minimize and solve the conflicts

Conflict is a natural phenomenon in any society or in a public or a government organization. Public colleges are no exceptions of it. As there are many stakeholders in a public college, there is the emergence of conflicts among them regarding different college affairs. Most of the society people are directly involved in college affairs so there can not be identical opinions among them and there is a type of dispute or disagreement among them. The people like principal, lecturers, other administrative employees, management committee members, students and guardians who are directly related to college affairs can not have identical opinion about different matters and there is the situation of conflict. Everybody wants to be himself the important person and wants others to agree to his ideas and opinions. During

the research study, it has been found that the local people think they are more important than others because they are the founders of the college. The management committee members think that as they have to collect fund and make policies for the college, they are more important than others. The principal thinks himself to have been the boss and the lecturers think as they have to work hard for the college, they should be paid more attention than to others. Students think that as the college is for their higher study they should be at the centre of importance. In such a situation, their divergent thinking, aims intentions, and personality traits cause conflicts. To tell in short, everybody or who is directly or indirectly involved in a public college is a cause of conflict.

AS the stakeholders are the causes of the conflicts in public colleges, the conflicts can be managed by themselves. The question is how much or what he should do for it. The stakeholders should develop the habit of understanding the feelings and problems of others. They should be ready for open discussion and communication with other groups. They should quit their thinking that what they say or do is right. All should be broad minded. Broadly speaking, the principal is the person who has to do much for the management of conflicts. But it is the responsibility of everybody to do much for the management of conflicts. The management committee members, lectures, administrative personnel and students are ass responsible for it. Although it is the responsibility of all stakeholders to settle the conflicts, it is not an easy job. There are many problems with managing them. The are as follows:

- i) poor economic condition,
- ii) misunderstanding between different groups,
- iii) pressure of political groups,
- iv) low participation of stakeholders,
- v) ego of different stakeholders,

vi) large numbers of stakeholders.

These are the problems of conflict management in public colleges as found from the sources of data during the research study. The responsible persons of college should try responsible stakeholders have to play different roles for it.

4.4.1 Role of principal in Conflict Management

The principal is the person who has to play the main role to manage the conflicts. He should not let the conflicts emerge as far as possible. He should identify the causes of conflicts. He should change his leadership style if he himself is the cause of it. He has to develop the habit of understanding and compromising. He has to make a regular supervision of the college from time to time. If interactions, seminars and discussions among the stakeholders are arranged by him in time and works for the betterment of college and others impartially, he can manage the conflicts of his college.

4.4.2 Role of the Members of KMC in Conflict Management

The members of management committee have to play great roles for the management of conflicts. They should not interfere college administration in small affairs. They should work.

4.4.3 Role of Lectures and other Personnel in Conflict Management

The lectures and other administrative personnel have great roles to play in the management of conflicts. They should be broad minded and should learn to move with of the college. There change in outlook, working habits, goals and participation in different discussions, seminars and interactions help to manage the conflicts.

4.4.4 Role of other stakeholders in Conflict Management

These stakeholders can help to settle the conflicts by visiting the college regularly and giving advice to the principal and management committee. They can minimize conflicts by taking part in open discussion, meeting and interactions. Their change in outlook, thinking and intentions helps to manage the conflicts.

4.4.5 Role of Students in Conflict Management

Students are one of the causes of conflicts. They can contribute to manage the conflicts as well. If they understand the real situation of college, feel themselves as the members of the college and develop the habit of obeying the rules of college, conflicts are minimized in public colleges. They should go with others for the management of conflicts. The recommendations to the different stakeholders are given in the recommendation section of unit five.

Chapter : Five

Findings, Conclusion and Suggestion

A serious study has been made on the conflicts and their management in public colleges basing on the observation of the three sample colleges (KMC, LADC and DC) Besides that, interviews, discussion and interactions were made with the different stakeholders of colleges to collect the necessary information for it. The study has come to some findings, conclusions and recommendations about the nature, cause, results and management of conflict. It is believed that this thesis based on the primary data has a great practical importance for colleges. It does not mean that in the findings and recommendations apply equally in all colleges. They only give a general trend of conflicts in all public colleges. The data exploited here are made valid and reliable as far as possible. The research report has come to certain conclusions findings and recommendations.

5.1 Summary and Findings

This thesis is related to the situation of conflicts in public colleges of Nepal found on the basis of the study of three sample colleges. Then it has been tried to suggest the measures for conflict management. This study deals with the specific problems related to conflicts. This report is believed to give a new way and idea for the responsible stakeholders to run the college effectively. Although three colleges are visited for study, information related only with conflicts and their management is collected. The information for it has been derived from observation of the three colleges and by interaction, interview and discussion with the responsible stakeholders of the colleges. As there are many stakeholders of the public colleges, some sample stakeholders are taken as sources of information. The sample size is not so large. The tools used are constructed by the researcher with great consideration and they are

tested and verified by the experts and their comments are accepted. They are analyze and interpreted for coming to the logical conclusion. Some literary articles whichy are related to conflicts are studied for further support of the research report.

Emergence of conflicts is a feature of public colleges. Not a single campus is the exception of it. There is the situation of opposition or debate/conflict whether the college is a well-established or a new one. There can not be identical thinking and goals among the large number of stakeholders and as the result of it there is the emergence of conflicts among different individuals or groups. After the research study some conclusions regarding the nature and types of conflicts, their causes, impacts on college administration, and the measures of managing them have been derived. Those findings are described below.

5.1.1. Findings on Nature of Conflicts:

Generally, six types of conflicts are seen in public colleges. That has been noticed on the basis of the study of three sample colleges. They are: conflict between college and community, conflict between college administration and management committee, conflict between principal and lecturers. Conflict between lecturers and management committee, conflict among lecturers, conflict between lecturers and students. and conflict among students. These conflicts are found to have been in latent over level of the public colleges. The level of conflict is different in the different colleges. It has been found that political social. economic, physical, ideational and institutional factors are responsible for these conflicts in public causes.

5.1.2. Findings on Causes of Conflicts:

During the research study, three selected colleges were visited for collecting necessary information about the causes and they were identified. There are different types of conflicts in public colleges and there are different causes behind them. They can be poor financial and physical resources, use of power in inappropriate place and time, personality contrast, political pressure and ideology, not having the sense of understanding others, ego complex of the stakeholders, unnecessary pressure in works, different economic and social background, biasness by the figures in post.

These have been working as causes of conflicts in public colleges.

5.1.3. Findings on Impacts of Conflicts:

Conflicts have both negative and positive impacts in any public organization or colleges. They have positive impacts like helping to achieve institutional goal and development, preventing the decision makers from making one sided decision and making the stakeholders work hard, There is the development of the sense of collective motto. It also develops the sense giving importance to others and develops creativity and productivity.

On the other hand, there are some negative aspects of conflicts. Conflicts cause delay in making decisions. Even some necessary and important actions can not be done in time because of conflicts. It had been noticed so during the research study. Conflicts make the stakeholders indifferent to the college affairs. In the same way, conflicts make the stakeholders like principal, lecturers, and management committee members frustrated in their works which is a hindrance for the progress of the college. A college with conflicts in every aspect can not make any progress. They hinder the progress

5.1.4. Findings on Measures of Conflict Management

It is concluded the management of conflicts to have been a challenging job. The three selected colleges have to face many problems in matters of managing them, Until and unless the college is financially strong, it is very difficult to manage the conflicts. The sense of reading others should be developed. Likewise, all should be broad minded. All should come up from the grated of politics. There should be a regular supervision of the college. It has been noticed that open discussion , interaction, and compromising have helped to manage the conflicts in public colleges .The important stakeholders should be consulted while making important decisions. Some people consulted during the research study stated that if the working and decision making style of the responsible figures is changed the conflicts are minimized

5.2. Conclusion:

Public colleges are not free from conflicts. As there are many people related to public colleges, there is the diversity of thinking and state of dispute of disagreement among them. In other words, there is the emergence of conflicts in public colleges. Conflict can be among different stakeholders like between community and college, administration and management committee, principal and lecturers among lecturers, between lecturers and students and among students. There are many causes of conflicts ocal economic, institutional, personal, and so on and they have positive as well as negative impacts in running colleges. Those conflicts should be managed in time for the progress of the college. Various measures can be applied for their management. Managing the conflicts is not an easyjob. Therefore, collective motto is needed for it.

5.3. Recommendations for the Management of Conflicts:

in course of completing research work for the topic conflict management at public colleges; study, observation, interview, discussion are followed for meeting the optimum depth of subject matter openly and freely. Researcher has collected news, information and recommendation by open questionnaires with college chief, professors, chairman of college management committee, chairman of free student union and teacher staff associations on the basis of above sources and information's following recommendation has presented for the following stakeholders for identifying conflict state, sources and reducing its affects through certifying improve improvementary ideas that could be and must be followed for conflict management in public college.

5.3.1 For policy making level

It may be wrong to say teaching learning activates performed by college is done or could be done through policy and rules implemented by a focal point in a single attempt. In fact, teaching and preparing educate man power is a complex task. what type of knowledge should be provided for the citizen? What is educational status of the world? What is our economic, social religious and cultural background? can it be feasible or not? what type of knowledge has to be provided ? Are they relevant or not in present context ? concerning with such hot issues plan should be formulated with strategy answering what types of problems will arise in course of implementation and how to face them? College must be conscious for implementing such policies and rules. Lack of job post, privileges and benefits, job security, work division, temporary and contract staff may have decrease morale of inner family that inspires conflict. So it must be properly addressed. Educational plan and for infra structure and budgeting in required, training, conference and workshop should be done for changing concept about conflict and its management by stakeholders, political, economic and other

conflicts should be managed at political level by respected institutions. Transparent, clear and equitable policy of staff must be formulated for appointment, placement, transfer and promotion. Policy making level should be always alert for conflict management otherwise learner's quality is weakened. So not only but also society and nation has to bear a great loss.

5.3.2 For work performance level

College and class rooms are really playground of academic program, policy and rules where as students are its heart, for solving problems recommendations are hereby. Providing modern, scientific, adjustable and inclusive, education, production of export , skill and capable manpower is primary duty of state by identifying and applying universal activities. College should be full up tools and researches by economic and infrastructural view. Capable, skilled, expert and multidimensional college chief and management committee should be needed. Tribhuvan and other universities and ministry of education should provide effective guardianship. Inadequate staff, contract and temporary based professors, flood of students admission, exam system, political strike, staff privileges and benefits, government grants, college rules and policies, using college as political forum must be changed and improved. Their should be unity, co-operation, and concord, amongst, college management, professors, staff professional associations, department wise and three students units and students for forwarding. Thus creating trustful environment positive negotiations, selection of appropriate strategy, clue of conflict and its proper explanation and analysis should be forwarded in the path of betterment. administrator should be trained with new effective and required training course.

5.3.3 For Research level

public college is most sensitive people participatory and malty-ethnic, multi-cultural, multi-cast, multi-religious and multi-lingual organization. Researcher feels conflict as a continuous and acceptable process. Lots of example are on our eyes, but what types education should be? Which educational system will be relevant ? What is international environment ? What is our level and background? Why our students not in international standard? Couldn't such problems be solve ? why is unhealthy competition in education? why is education not being principal base for lively hood? What should be done for all and every levels participations? recommendations are here by: Academic fellows must not be selfish, agent of political party, age of fascinator most be problem oriented. Academic fellows social workers, politicians and researcher's view most be highly valued. Stakeholders should give the importance in creating inclusiveness, door to door service and political pressure less, environment. Focus should be given to develop the college as peace zone. Focus should be given in removing gender discriminations.

For addressing above issues, academic fellows, researchers and investigators must touch the heart of policy formulator and implementer.

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Conflicts Management in Public College

APPENDIX I

Questionnaires to be Interviewed to the principal of Colleges

Name : Education:

College : Address :

1) What are the causes of conflicts in your college ?

.....

2) What is the role of different stakeholders regarding the conflicts?

.....

3) How far is conflict nature based?

.....

4) How far is political ideology responsible for conflicts?

.....

5) How far has conflict helped to move the college effectively?

.....

6) What are the effective measures for the management of conflicts?

.....

7) What, as the principal, do you think should be your role for the management of conflicts?

.....

Conflicts Management in Public College

APPENDIX II

Questionnaires to be Interviewed College Management Committee

Name : Education:

College : Address :

1. What is conflict in your opinion?

.....

2) Why is conflict created ?

.....

3) What are the causes of conflicts in your college ?

.....

4) How far is conflict nature based?

.....

5) How far is political ideology responsible for conflicts?

.....

6) How far has conflict helped to move the college effectively?

.....

7) What are the effective measures for the management of conflicts?

.....

8) What, as the chairman of management committee, do you think should be your role for the management of conflicts?

.....

Conflicts Management in Public College

APPENDIX III

Questionnaires to be Interviewed to the President of Teacher's Association of Colleges

Name : Education:
College : Address :

- 1) What are the causes of conflicts in your college ?
.....
- 2) What is the role of different stakeholders regarding the conflicts?
.....
- 3) How far is conflict nature based?
.....
- 4) How far is political ideology responsible for conflicts?
.....
- 5) How for has conflict helped to move the college effectively?
.....
- 6) What are the effective measures for the management of conflicts?
.....

Conflicts Management in Public College

APPENDIX IV

Questionnaires to be Interviewed to the President of Students

Name : Education:
College : Address :

1. What is conflict in your opinion?
.....
- 2) Why conflict created in college level ?
.....
- 3) What is the role of the student to solve conflict in college level?
.....
- 4) How far is conflict nature based?
.....
- 5) How far is political ideology responsible for conflicts?
.....
- 6) What are the effective measures for the management of conflicts?
.....
- 7) What, as the President of Students, do you think should be your role for
the management of conflicts?
.....