

reOrganizational Behaviour - II
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Lecture –11
Concept and Types of Cooperation and Competition

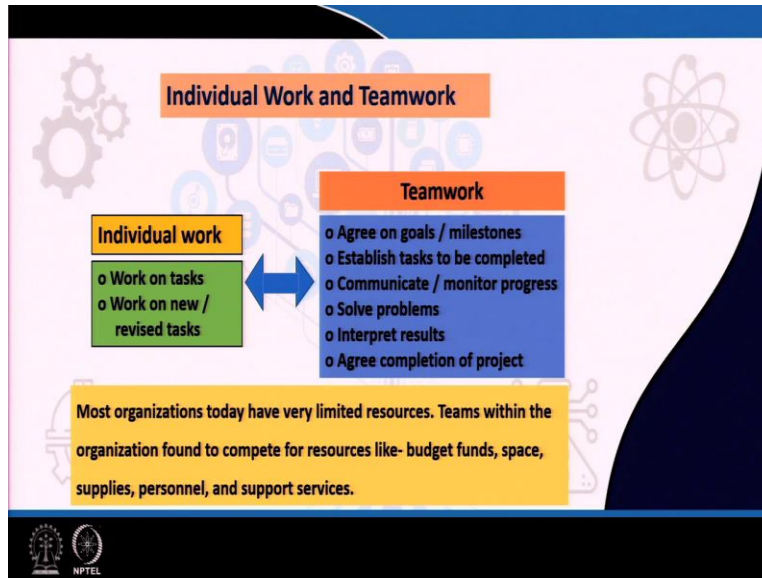
Welcome viewers welcome to the course on organizational behaviour 2. This is the third week lecture that I will be taking with you and there will be 5 sessions on it. The sessions are on competition and cooperation. In the past two weeks you have learnt about what is group the different types of group behaviour, how group is formed and also about teams how teams get formed effectiveness of teams and many other things.

This week we are going to deal with one of the major aspects of group behaviour or as we tell it group dynamics which is competition and cooperation. Now why this is important because 8 teams or in groups as we understand there are individuals who have their own goals, own aspirations and there is a group goal to be achieved together and for that there are certain resources and there are certain motivations also to reach that goal.

In between certain interactions take place between the individuals and the team members which may lead to either competition or cooperation in the way to reach the goal. So, let us see how competition and cooperation are functioning in the way of the functioning of the individuals with the team behaviour and how it plays a major role in getting team effectiveness. The first lecture will be on introduction to competition and cooperation.

Then we will move forward with the factors of competition and cooperation in the second lecture. In the third lecture we are going to deal with the functions of competition and cooperation. In the fourth session we are going to deal with the different models of competition and cooperation in the organization. And in the final session of this week, we are going to deal with the uses of competition and cooperation in the organizational context. So, let us begin.

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So, as you can see from here when there is a team formation there is of course different individuals who come together to achieve a common goal. And as a result, there are two kinds of work one is the individual worth and the other is the teamwork. Now what the individual works on in the organization the individual works on a particular task given to them and these kinds of tasks are either new tasks or revised tasks the old tasks are revised and given to them.

So, that they can work on it or they are asked modify the task also. So, individuals in groups they work on the task given to them. Now when this individual works on a task they together when they collectively work together, they give rise to what is known as teamwork. Now what is teamwork? In a teamwork the first important point is the all the team members together agree on goals or milestones to be achieved common objective to be achieved as a part of the group behaviour the purpose that they have gathered together.

And after they agree on the common goal to be achieved, they establish how the task needs to be completed. They try to understand who is better in doing what kind of task how the division of the task needs to be done. And then that is communicated to the individuals you can see an arrow from teamwork to the individual work also which then becomes the individual work. And how individuals are doing their work that is again monitored by the team leader or other team members and that is what it is written as the monitor the progress.

And what it does is of course solves problems which are there and interpret the results how they are what they achieve as a in the way of solving the problem or after they work on the problem what is the result that they are getting. And of course, they agree on the completion of the project like trying to understand like the project has come to an end with the achieve achieving its desired results and outcomes and effective and when to move on to the next project together this is known as teamwork.

And as you can see the teamwork is influences individual work and the individual how they are working how like they understand the organizational goals. How they are dedicated towards the organizational goals? How they see the alignment of their personal goals with the organizational or the team goals that affects the teamwork also. So, there is a two-way communication or two-way exchange process when we talk of the between the individual work and the team work.

Now this happens this is a teamwork that and the individual work relationship that we are understanding but we have to remember over here like resources in the organizations are sometimes not plenty there is a scarcity of resources. And most organizations today have very limited resources and here we are discussing about only one team. In organizations you will be finding many different teams who are competing for achieving their own set goals given to them.

Now when the teams within the organization are like trying to achieve their own given target goals and there are limited resources and if there is a resource dependency between the teams in terms of the work that they have to do with the limited resources that are there within the organization. So, they generally are found to compete with each other for resources like budget funds space supplies personal and support services.

If there is a lot of resource dependency between the teams who are functioning to achieve their own set goals and objectives. So, they may compete with each other for these resources.

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And as a result, we get to see different group dynamics both within the group and inter group also dynamics within the organization different conflicts happen within the organization because of this resource sharing and scarcity of resources. And what we get to see is a whole range of activity from conflict competition collaboration and cooperation. We will try to elaborate on the how these dynamics happens in the organization from where there is a conflict between the two groups or like even within a group if there are two individuals are competing with each other.

So, from competition to cooperation and how the whole process happens we are trying to elaborate through this slide. So, as we understand in the organization if you are starting from conflict which is like when people are finding the way that they want to reach a goal and the other person is creating some hindrances or block in terms of their way to reach the goal what happens is interpersonal conflict similarly there could be intergroup conflict also.

So, we will first discuss over here the two types of conflict which is interpersonal conflict and intra and intergroup conflict. So, when this happens when it and it is dependent on how I perceive things how I perceive my own capacity to do something, how I see like my capability to reach a particular objective, how do I see the resources and the what use I can put the resources into, how much I feel like the other persons or the other groups presence is acting as a block in my way.

So, these are again perceptions and how different I see the person or the other individual or group is from me and whether that person or group is again disturbing my way of reaching forward. So, in interpersonal conflict what majorly happens is personality differences then perceptions differences in perceptions clash of values and interests. And of course, this conflict happens when there is a difference in the status perception power differences. The more powerful people or the person who are higher up in the status may try to sometimes block the progress of the other persons in the organization.

So, because if they perceive like there is a threat from the other person, so, they will use all their influence to block the progress of the person. And of course, it happens due to information deficiency because we do not know like what the other person like can help us in what way. And sometimes we have a very like half of ideas we do not know total the whole picture of what we can do together.

So, in those cases also conflict may happen and sometimes these conflicts can of course be two types like what we talk of functional conflict and dysfunctional conflict but sometimes these conflicts lead to dysfunctional conflict. Because if it is a functional conflict, it will be centered around the disagreements regarding like the task and how to do it what the goals to be reached and this that is the healthy conflict.

But when we take it personally and we see the other person or the individual's presence as a block obstacle in front of what we want to do it becomes a person-oriented conflict and that is sometimes dysfunctional because it hampers the productivity and it also leads to the stress of the individual. So, that is what we understand about interpersonal conflict. Now there is another kind of conflict as we can see from here which is intra group and inter group conflict.

So, what is intra group conflict is as we understand intra means within it is a within group conflict which arises between the conflict among the members of a particular group. And generally, it happens at the early stage of group development because all people with their own individuality own background own perception own personality pattern own interest come and they start first interacting with each other and they may sometimes find dissimilarity or similarity

between each other and it takes time for people to gel well together.

So, this is intra group conflict where there is a conflict between the members of a particular group. Usually, this happens at the early stage of group development. And also, if we see like there is a group goal and we have to achieve it and we have to get the like we have to be the leaders' good book we have to draw like our attention of the leader towards our own self. Due to this political self-directed interest also, there could be sometimes a conflict in the group within the group amongst the members of a particular group.

And also, when we talk of inter group conflict that is a conflict between the groups present in the organization as we have already discussed there are many groups in the organization who have been given their own targets to achieve and contribute towards the organization's goal but in the process of doing. So, they may be sharing some common resources and they believe like if some other part some other group is having access to those resources, then they may be deprived of the full share of the resource.

There could be resource crunch and due to this resource inadequacy they may not be able to reach their target and prove their effectiveness in the organization and that may lead to a stress due to resource inadequacy and that is why this conflict may happen. So, when these two types of conflicts are there where we see it is a me and they kind of situation where we see the other person or the other group as a block in terms of me moving forward to achieving something either for my own self or the goals given to my group.

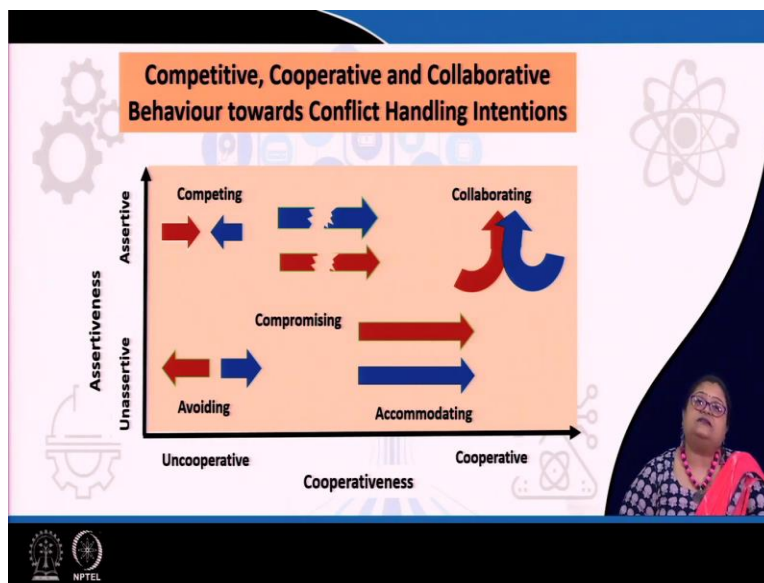
Then the other person the other group is also viewing us in a similar way then it may happen like there is there comes stagnation because if I want to move forward you the other group or the other individual may try to push me back and because I feel like you are blocking me. So, I will also try to push you back. So, ultimately what happens neither of us progresses. So, it is better like whenever we are talking of conflict resolution techniques of conflict resolution, we are trying to achieve add to something through the process of discussion through processes of mutual interaction.

Through processes of communication and knowing each other that we are trying to achieve something together working together for a common greater common purpose which we talk of to be the superordinate goal where we can see each of the groups individuals' contributions and effectiveness in reaching the greater goal of the organization and that is called cooperation and collaboration as one of the major techniques of conflict resolution.

How it helps is through problem solving? So, it helps in cooperation among conflicting parties it helps in the expansion of resources because then we do not see it as me and you it is we become we and is an expansion of resources which are sharing happens. So, playing down differences while emphasizing to common interest, altering the human variable through human relation training and altering the; structural variables also.

So, where there is a lot of communication between inter group communication where we can directly talk to each other find out the commonalities and start working together.

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So, this is an elaboration of the competitive collaborative cooperative behaviour towards conflict handling intentions. So, what you see in the cooperativeness dimension there are uncooperative attitudes and the cooperative attitudes and, in the assertiveness, dimension means I want it for myself kind of dimension. So, I needed very spoken like I wanted for my achievement for my goal as a part of myself. So, that assertiveness this can be unnecessary to an assertive dimension.

So, if it is I am assertive but I am uncooperative in that case it leads to competing type of strategies in terms of conflict handling. But if I am cooperative and also, I am assertive in nature then what happens because I know what I want for myself I also understand you in a much better way and together we can do certain things then that leads to collaboration. Here in this lecture sessions, we are going to understand the dynamics of competition and cooperation. So, that ultimately, we can go for collaboration.

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The slide features a title bar with the text "Competitive, Cooperative and Collaborative Behaviour towards Conflict Handling Intentions". Below the title, there are two main sections: "Competing" and "Cooperation". The "Competing" section is highlighted in yellow and defines competing as seeking to satisfy one's own interests regardless of the impact on others, especially when resources are scarce. The "Cooperation" section is also highlighted in yellow and defines cooperation as a search for a mutually beneficial outcome where all parties' concerns are fully addressed. The slide includes decorative icons of gears and an atom, and a small inset video of a woman in the bottom right corner. The NIPTEL logo is visible in the bottom left corner.

So, what is competing if you can tell like when one person seeks to satisfy his or her own interests regardless of the impact of the other parties in the conflict that the person is competing, we are more apt to competition when the resources are scarce. Cooperation happens when they each of the parties are fully aware and concerned about the concerns of all the parties and they want to search for some mutually beneficial outcome.

In collaborating the parties intend to solve a problem by clarifying the differences rather than by accommodating various points of view. So, in collaboration also it is a very assertive technique it is not just that I accommodate given because you are asking me to do it but I am also placing my views I want to understand about yourself I am giving my views to you I am trying to. It is like adult-to-adult communication where I want to understand your views, I want to make my views clear and together as a mode of discussion we are coming to a common point of understanding

each other and arriving at a common goal.

So, that at the end of the day when that is done it comes to like both the parties are having a sense of satisfaction of their achievement of their own goals.

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Competitive, Cooperative and Collaborative Behaviour towards Conflict Handling Intentions

We can state that the choice between cooperation and competition, is overcome by blending them into a conglomerate of components of conflict management. One may use more cooperative components and/or more competitive components at the same time (simultaneous conglomeration) or in succession (sequential conglomeration). Again, this elicits an array of research questions. It may demonstrable that the importance of the interpersonal cooperation-competition dilemma is primarily determined by the uncertainty about the other party's reaction to one's own cooperative and competitive action components.

The slide features a title in an orange box, a main text block in a yellow box, and a speaker in a video inset on the right. The background includes a gear icon and a stylized atom symbol. The NPTEL logo is visible in the bottom left corner.

So, what we can state that the choice between the competition and cooperation is overcome by blending them into a conglomerate of components of conflict management. So, it what we can tell it is not bad to compete because when we are competing for something for achieving a particular target then what happens we may be coming up with newer solutions but that is a healthy competition if it is I am repeating if it is a task oriented complete conflict or a competition.

You are giving certain solutions I am also trying to give certain solutions but if it is happening. So, that like I want to block you and would not let you progress further then it reaches to dysfunctional conflict or competition. So, what we can do is like we can blend both competition and cooperation together. So, one may use more cooperative components and or competitive components. At the same time simultaneously, we can use it which is simultaneous conglomeration or in succession.

So, first we will be competing to understand what best we can do by our own selves then we can

find out the commonality and blend the two things together also. So, which is a sequential conglomeration. So, that gives rise to number of research questions also like how we can blend both the processes together. And it may be like demonstrated that the importance of interpersonal cooperation and competition dilemma is primarily determined by the uncertainty about the other party's reaction to one's cooperative and competitive action components.

Because if I am not being able to understand the other persons properly. If there has not been enough of communication between myself and the other person or the other groups. If there is no transparency if there is no trust and there is more a sense of doubt in terms of two doubts are the doubt about the other person like I understand I can go for competition or collaboration but even if I go for it what will be the other person's move.

If I am cooperating will the other person also cooperate with me. And the other may be self-doubt if the other person is cooperating then what do I do? Because I should I compete or should I cooperate will it be ok to cooperate because if I once I given the next move the person need try to take advantage of it or the groups may try to take advantage of it like thinking like we are releasing power structure we are less powerful.

So, due to these doubts like what if kind of doubts and dilemma. So, the other part this uncertainty gives rise to the answer of whether you are given whatever the other person is doing what I am doing is either competition or cooperation or whatever based on whatever I am doing what the other person is doing or the other group is doing is either competition or cooperation based on how the other group or the other person decides to solve the dilemma and tries to like find answer to the uncertainty which arises from the fact. That none of the parties know much about each other and there is less of information sharing.

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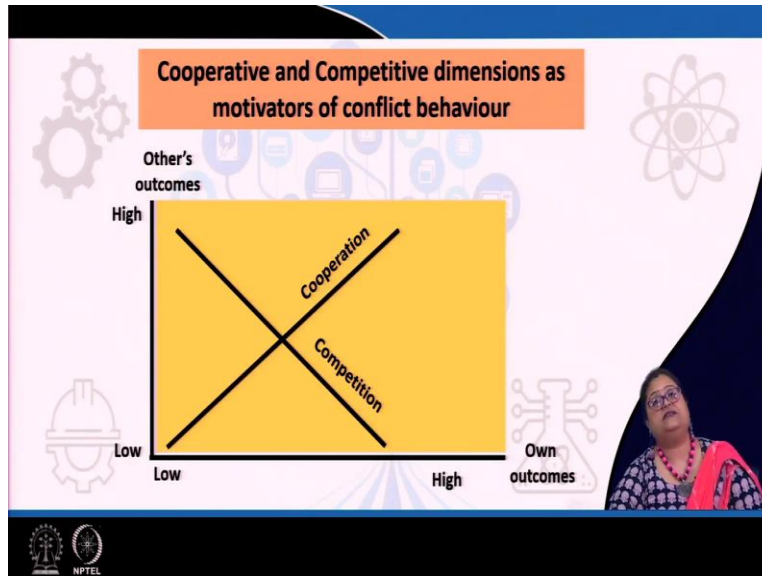
Cooperative and Competitive dimensions as motivators of conflict behaviour

Cooperative and competitive motives are geometrically represented as orthogonal dimensions. Deutsch (1973) pictured them as scatter plots of a positive vs. negative correlation between one party's goal attainment and the other party's goal attainment,. Diagram on next slide summarizes the widely accepted perspective of cooperation and Competition as mutually independent yet intrinsically related behavioural drives that share the maximization of own outcomes with respect to other's outcomes.

So, why the person gets motivated or why a group gets motivated to behave in certain way and that is why because when competition and cooperation can be seen as motivators of conflict behaviour. So, these are we can take to be motives come to be cooperative or to be competitive could be taken as motives which are geometrically represented as orthogonal dimensions.

Deutsch pictured them as a scatter plot of positives versus negative correlation between one party's goal attainment and the other party's goal attainment also. The diagram on the next slide summarizes the widely accepted perspective of cooperation and competition as mutually independent yet intrinsically related behavioural drives that share the maximization of one outcome one's own outcomes with respect to others outcomes.

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If you can see this diagram this is when you talking of own outcomes this is low possibility of one. So, gaining one's own outcome this is high possibility of gaining one's own outcome and when this is others outcome this is again low possibility of getting others outcomes and high possibility of getting others outcomes. So, when we are like in competition, we are more you can see this line this position over here we are more concerned about our own outcomes.

We are more our focus is on gaining as much possible for ourselves and even at the cost of the other person's progress and the whatever may be the outcome for the other person, we want to maximize our own outcome and so, it is competition. And like it is a kind of we can tell like sink and swim kind of. So, if I am able to swim then definitely the other person has to sink or if the other person is sinking then swimming then I have to sink, so, that kind of opposite relationship.

When it comes to cooperation where we find out a possibility of way of thriving together, surviving together and this is a point where we find our own outcome is also high and the others outcome is also high. So, where we are cooperating with each other where we are like trying to work together and when we are trusting each other then this happens like the there is a joint mutual beneficial outcome and we are thriving together.

We are surviving together and our own outcome also becomes high and others outcome also become high.

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Introduction to Competition

Although competition is a very common phenomenon, its definition is not consistent.

Competition is the motivation to maximize one's own outcomes relative to the other's outcome.

Competition is defined as the act of "endeavoring to gain what another is endeavoring to gain at the same time".

Coopetition is a relationship in which partners collaborate and compete at the same time

The slide features a yellow background for the text, a photograph of two horses running, and a gear icon. The NPTEL logo is visible in the bottom left corner.

All the competition is a very common phenomena the definition of it is not consistent. If we take competition to be the motivation to maximize one's own outcome relative to others outcome it is defined as the act of endeavoring to gain what another is also endeavoring to gain at the same time both of our trying for the same kind of goal and thing. So, what we can blend when the term that we understand is co-operation which is competition and cooperation together is competition is a relationship in which partners collaborate and compete at the same time.

So, we collaborate to reach a goal but we compete maybe in terms of the more innovative solutions that we can give how better we can do it. So, in that case what happens really both of us progress together. So, cooperation is where it is a relationship in which partners collaborate and compete at the same time.

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Meaning of Competition

There are two main perspectives: one focuses on limited resources, and the other focuses on social status.

According to the perspective of limited resources, competition is framed as a concept that describes a situation where individuals or organizations face each other for limited resources or rewards.

The slide features a yellow text box on the left and an illustration of two people wrestling on a table on the right. The background is light blue with faint icons of a gear, a microscope, and a beaker. A small inset video of a woman is visible in the bottom right corner of the slide.

The meaning of competition: Competition comes from like two perspectives one is focused on limited resources and other focuses on social status according to the perspective of limited resources competition is framed as a concept that describes a situation where individuals or organizations face each other. Like you can see the picture over here they are like there is a type of like photographer or they are just wrestling to find out like who is the better.

So, this is a diagrammatic representation given like you very find where individuals and organizations are facing each other for limited resources and rewards. And one who is having more strength more power that is the person who will overpower the other person and get like the hold of the resources.

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Meaning of Competition

- An organization with a historical legacy of high status is likely to enjoy the privileges of high status in subsequent periods, independently of its competitive performance in those periods.
- An organization having associations with high-status/low-status organizations is likely/less likely to enjoy the privileges of high status in subsequent periods, independently of its competitive performance in those periods

The slide features a blue header with the title 'Meaning of Competition'. Below the title, two yellow boxes contain the text of the bullet points. To the right of the text is an illustration of two people, one in a blue shirt and one in an orange shirt, shaking hands over a table. The background of the slide is white with faint gear and circuit icons. At the bottom left, there are logos for a university and NPTEL. At the bottom right, there is a small inset video of a woman speaking.

Another meaning of competition comes from the status that you have within the organization. So, from these perspectives which is the organization with historical legacy of high status is likely to enjoy the privileges of high status in subsequent periods also. Independent of whether it is it has a competitive advantage or it can perform well or not because that that is the history which resides in the mind of the people.

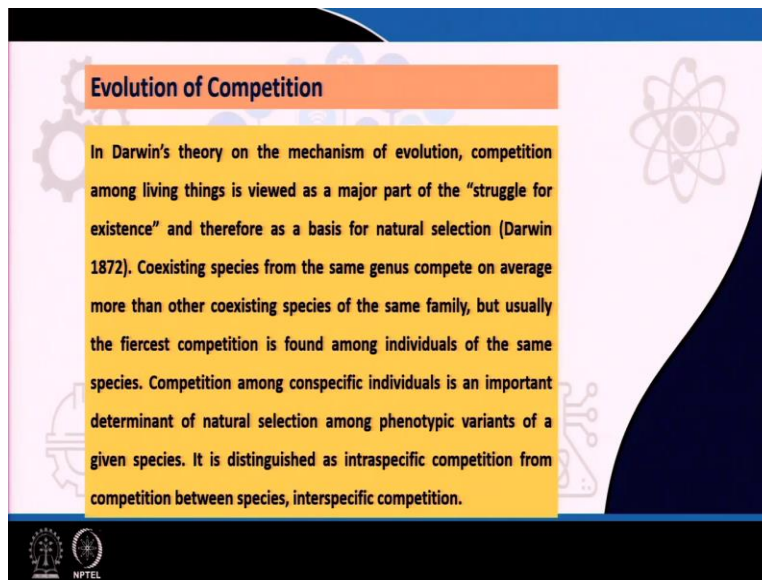
So, once good is always treated to be good and in sometimes your performance is not well evaluated also. So, this is the historical legacy of high status which helps you to get like the limelight irrespective of whether you are performing in a competitive way or not. An organization who has association with high status or organizations also like enjoys the privileges of high status in subsequent periods independent of its competitive performance in those periods.

And on the like the contrary the organization who have associations with low status organizations do not enjoy or less likely to enjoy the privileges of high status and like they are more like looked into and monitored like how they are performing and what is their competitive performance. So, we can understand like the two perspectives one is that of limited resources where you are fighting for the resources and the more powerful the one who has more strength can capture the resources and the other focus is on social status.

People or organizations having higher social status they gain a social privilege and like whether

they are better performer or not like that sometimes gets overlooked due to their social status and that is like they it is taking like they are beyond competitors or they try their presence itself acts as some sort of threat to the other competitors also. So, these are two perspectives one which focuses on limited resources and the other on social status.

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Evolution of Competition

In Darwin's theory on the mechanism of evolution, competition among living things is viewed as a major part of the "struggle for existence" and therefore as a basis for natural selection (Darwin 1872). Coexisting species from the same genus compete on average more than other coexisting species of the same family, but usually the fiercest competition is found among individuals of the same species. Competition among conspecific individuals is an important determinant of natural selection among phenotypic variants of a given species. It is distinguished as intraspecific competition from competition between species, interspecific competition.

The slide features a blue header with the title "Evolution of Competition". The main content is in a yellow box with black text. The background is light blue with faint icons of a gear, a brain, and a network. The NPTEL logo is in the bottom left corner.

Evolution of competition: So, we will go back some something to like in Darwin's theory of mechanism of evolution competition is always there competition is among living things is viewed as a major part of the struggle for existence and therefore it is the basis for natural selection. Coexisting species from the same genus compete on average more than other coexisting species of the same family.

But usually, the fiercest competition is found among individuals of the same species competition about corn specific individuals are an important determinant of natural selection among phenotyping variants of a given species. So, it is distinguished as intra specific competition from competition between species or inter-specific competition. In simple word it means like when you are talking of inter-group competition or like inter-specific competition it is for the survival of the like existence struggle for existence or to survive between two groups.

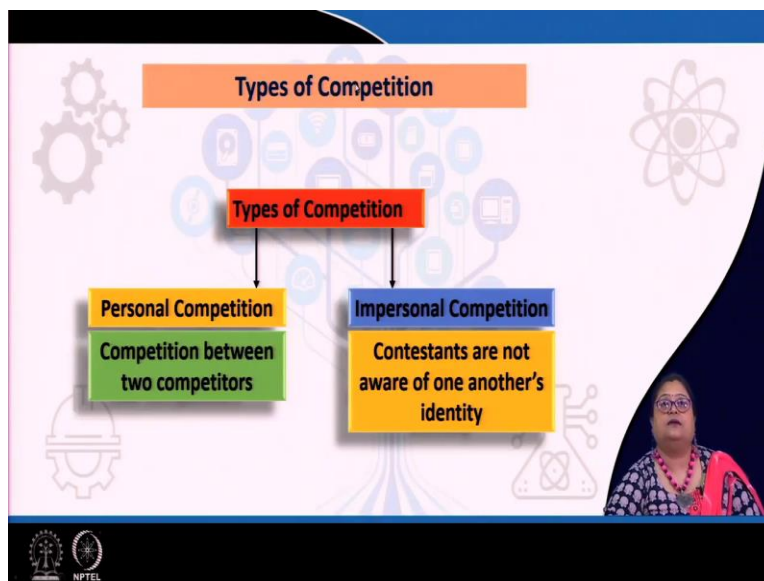
But within a group also if we want to find out who is the better performer whom to progress forward with. So, that the ultimately the group becomes strong then what happens there are

competition within the best possible to find out the best possible team members and for that there is an intra group competition also. So, that you can select your best team members, so, that is where it is discussed as intra specific competition between the members of the same species and one who is the fittest gets to exist and one who is the most powerful and the may be from inside.

So, that that is one of the very important things whenever we are talking so it has been it is a very natural it is a part of nature and that has been invited in the organizations also because it helps to make your team strong it helps to make your species strong and if your team is strong if your species becomes strong it becomes sustainable also because in future they are going to reproduce and bring in news like generations who will be strong from inside who can withstand the pressures of uncertainty who will be able to take risks also.

So, this is a very natural phenomena if you are talking of evolution of competition and in the struggle for existence there is a competition for existence and it is a process of natural selection.

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The types of competition which are there are personal competition and impersonal competition. Personal competition is when competition between two competitors the competitor that I know of. So, face to face between to know persons sometimes this is taken to be conflict and there is impersonal competition also where the contestants are not aware of one others identity it happens in a social situation when the contestants are not aware of the other another person's identity that

is taken to be an impersonal competition like if I am appearing for an exam which is a general exam.

So, I really do not know like who is the other person who is appearing. So, I am competing for a particular goal that I have and there are other persons also who are competing that is why for this reason. So, that this competition remains at the impersonal level and does not I do not see the other person as a block in front of me sometimes what we suggest like we as behavioural scientists suggest like competition of one is with oneself my past performance and like what I am.

Now and I walk what I want to become my competition is not with you on a person whom I do not know my competition is with myself. So, that I can make myself; further better in future than what I was there; yesterday. So, that is somewhere we find like where we talk of like improving our own on owns performance rather than focusing on what others are doing and how I can block the progress and existence of the other persons.

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Intergroup Conflict and Competition

Be it competition or contesting behavioural incongruence, the causal factors of conflict are as follows:

- Need-based :** Employees differ in their perceived needs. Hence, depending on the varied nature of needs THEY COMPETE.
- Work environment-related:** Job roles of individual employees, job interactions, line and staff conflict, and finally the job itself are potential sources of conflict.
- Organizational factors:** Often, authority and responsibility, excessive or low standardization, transfers, communication, and scarcity of resources become potential sources of conflict.

The slide features a blue header, a yellow text box, and decorative icons of gears and a molecular structure. The NPTEL logo is visible in the bottom left corner.

Inter-group conflict and competition: So, be it competition or contesting behavioural incongruence the causal factors of conflict are as follows need waste employees differ in their perceived needs hence depending on the varied natures of the need they compete because as we have understood from resource scarcity theory and also because there is a resource dependency,

we can understand both rewards and resources are scarce in the organization.

And maybe everybody cannot be rewarded at the same point of time or the organization cannot like provide for fulfilling the needs and aspirations of all of the members at the same point of time and they may need to do some priority setting. So, and what happens like if the needs of because the needs of the employees vary. So, and they sometimes two three people may need the same kind of thing but the organization does not have provision for providing for every one of them.

So, they may compete with each other the work environment related conflicts job roles of individual employee's job interactions line and staff conflict and finally the job itself are potential sources of conflict. Organizational factors often the authority and responsibility excessive or low standardization, transfers, communication and scarcity of resources becomes potential sources of conflict either at the individual level more so, at the group level.

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Intergroup Conflict and Competition

Goal related: Often, conflict arises due to the differences in goals and objectives, both between individuals and the organization. It could be a win-win conflict, a lose-lose conflict, or a win-lose conflict.

Individual factors: People differ from each other in terms of culture, education, status, ideology, attitude, experience, competition, and conflict. Such individual differences could be potential sources of conflict.

There could be goal related conflict also as we were discussing this offer this conflict arises due to the differences in the goals and objectives both between the individuals and organization. It could be a win-win conflict, it could be a lose-lose conflict or could be a weight loss conflict based on how I interpret it and how I decide on the outcomes to be achieved. So, if it is a win-win conflict resolution then it comes to be your cooperation and collaboration if it is a lose-lose

conflict.

So, both the party loses nobody achieves anything if it is a winning loss conflict and that is the resolution that we decide for it may be that is the strategy. For a competitive strategy but at the end of the day it keeps you somewhat in like a thread like tomorrow maybe today I am winner but who knows tomorrow I may be a loser also either like we accept it and we move forward to take challenges. But if we take it as a self-doubt of a comp like competencies capabilities then it may affect our self-esteem and it may affect your self-efficacy also.

So, how we perceive a particular situation how we want to like approach it depends again to a lot extent on how we see the problem how you analyze it and more. So, what is our mindset regarding our relationship with like our own self and of course with me our relationship with the other persons or other groups existing in the organization and whether we can think like we can coexist together or not.

Individual factors: So, people differ from each other in terms of culture education, status, ideology, attitude, experience and again competition and conflict also. So, these individual differences the way that we perceive the way that we are born and brought up the way that our interest levels are particular our personality patterns are so, may be potential sources of conflict also.

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Some Other Types of Competition

- i. Economic and business
- ii. Law competition
- iii. Political competition
- iv. Sports competition
- v. Competition in education
- vi. Competition by literature
- vii. Consumer competition etc.





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Some other types of competition which are there, so, competition is actually everywhere from and either we are competing with our own self or our own progress or we are competing with others for like maybe moving ahead. So, the way that we see it depends on us so these are the different fields that we have discussed like what competition could be it could be in economics and business in law competition political competition sports competition in education there is lot of competition in literature consumer competition. So, competition is really everywhere.

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Types of Economic and Business Competition

- **Perfect competition:** In perfect competition, there are many small companies, none of which can control prices; they simply accept the market price determined by supply and demand.
- **Monopolistic competition:** There are many sellers. However, they don't sell identical products. Instead, they sell differentiated products that differ somewhat, or are perceived to be differed, even though they serve the same consumer base.
- **Oligopoly:** Oligopoly means few sellers. In an oligopolistic market, each seller supplies a large portion of all the products sold in the marketplace.
- **Monopoly:** There is only one seller in the market. The market could be a geographical area, such as a city or a regional area, and doesn't necessarily have to be an entire country.



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So, the types of we are going to discuss mainly on the economic and business competition. So, there could be different kinds of business competition one is the perfect competition in perfect competition there are many small companies none of which can control the prices they simply

accept the market price determined by supply and demand. So, that is perfect competition. But do it when slightly gets added the dimensions of status dimensions of power to control then what happens we get other kinds of competition like monopolistic competition.

So, there are many sellers however they do not sell identical products instead they sell differentiated products that differ somewhat or are perceived to be deferred even though they serve the same consumer base. Oligopoly it means few sellers oligopoly means few sellers. In an oligopolistic market each seller supplies a large portion of all the products sold in the marketplace. And in monopoly this is the only seller in the market the market could be a geographical area such as city or a regional area and does not necessarily have to be the entire country.

So, like from many players to one single player it is you can see like how with the many small companies then again, many sellers but they are selling differentiated products to oligopoly few sellers occupying the major chunk of the markets to monopoly. Depends on status depends on the market that you are approaching depends again on your like marketing strategy depends on how you are dealing with your competitors depends on your strategies of dealing with your competitors also which sometimes which are ethical strategies sometimes which are not ethical strategies also.

So, that you how you get to proceed from monopolistic to oligopoly to maybe and become the monopoly. So, these are again like dynamics which happens in the market; as your answer to the competition which is there.

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Types of Law Competition

The Competition Act 2002, has been passed in the Parliament of India to regulate business practices in India so as to prevent practices having an appreciable adverse effect on competition (AAEC) in India.

The Competition Act primarily seeks to regulate three types of conduct:

- Anti-competitive agreements,
- Abuse of a dominant position and
- Combinations (i.e., mergers, acquisitions and amalgamations)

The types of laws about competition are like the competition act 2002 has been passed in the parliament of India to regulate business practices in India. So, as to prevent; practices having an appreciable adverse effect on competition in India. So, this is very important this is what I was discussing about sometimes not. So, ethical practices which are taken by the organization. So, that I can like wash out my other competitors but that may not be allowed that should not be allowed in the like setup of a country.

So, the competition act is very important. Now the competition act primarily seeks to regulate three types of conduct which are anti-competitive agreements, abuse of dominant position and combinations. So, these kinds of like activities should not be encouraged. If there is a perfect combination that what happens the consumers have a choice to choose from but if there is no competition if you have fewer players.

Or the if the in the market, then maybe the buyers do not have a choice to choose from and they are compelled to buy from some only the sellers who are present and there could be like you know like the consumers they are exploited by the sellers. So, this is very important from business ethics point of view a point of view also. If you want to know more about it, please check on the NPTEL course on business ethics like which has been done by me earlier. So, that you can in which a detailed discussion of this has already been given.

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Value of Competition

- It helps to determine the status and location of individual members in a system of hierarchy.
- It tends to stimulate economy, efficiency and inventiveness. It tends to enhance one's ego.
- It prevents undue concentration of power in an individual or group of individuals.
- It creates respect for the rules of the same group

The slide features a cartoon illustration of a man in a suit and a woman at a podium with 'Finish' signs. The background includes gears and a laboratory flask. The NPTEL logo is visible at the bottom left.

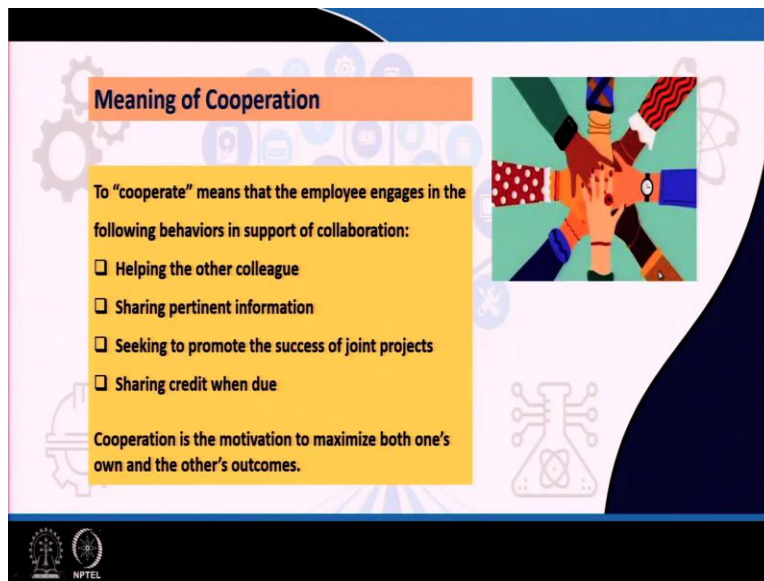
Now what is the value of competition it helps to determine the status and location of individual members in a system of hierarchy. It tends to stimulate economy efficiency and inventiveness it tends to enhance one's own ego it prevents undue concentration of power in an individual or group of individuals as I was discussing. So, if there is no competition. So, there are chances that the powerful party who occupies the whole market may be exploiting others.

So, that that because due to that undue concentration of power and also competition creates respect for the rules of the same group. So, this is that is why competition is really helpful. So, with that we repeat competition if it is focused towards the task. If it is focused towards improving one's own performance and also like contributing effectively to a common goal a goal that is beneficial for the are effective for the progress and sustainability of the organization is really a healthy competition.

But a competition which is person focused which is more towards like I see you as a block and that is why I try to do every measure. So, that I can stop you from achieving something not going for a self introspection like how I can improve myself. So, that I can answer to the competition then that becomes an unhealthy competition and that should not be encouraged. And like if I am taking some unethical measures to stop your progresses and if I am taking some unhealthy measures to like you wash you out from the market or from the organization and to like take all the limelight on myself.

So, that kind of effort should not be encouraged otherwise competition if done to improve for the performance of oneself and leading to the betterment of the organization. So, it is not self which is disconnected from a greater goal. This progress of self and the group which is connected to the greater goal of achieving organizations objectives as well as the country's objective that should always be encouraged that is where competition is also very good.

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The slide is titled "Meaning of Cooperation" and features a central yellow box with a list of behaviors. To the right of the text is an illustration of several hands of different colors and patterns joined together in a circle. The background of the slide is light blue with faint icons of gears, a lightbulb, and a network diagram. At the bottom left, there are logos for IIT Bombay and NPTEL.

Meaning of Cooperation

To "cooperate" means that the employee engages in the following behaviors in support of collaboration:

- Helping the other colleague
- Sharing pertinent information
- Seeking to promote the success of joint projects
- Sharing credit when due

Cooperation is the motivation to maximize both one's own and the other's outcomes.

Cooperation: To cooperate means that the employee engages in the following behaviours in support of collaboration. The word cooperate co means together operate means we perform. So, together we work or perform what do they do they help each other their colleagues the sharing pertinent information is very important seeking to promote the success of joint projects sharing credit when due. Cooperation is the motivation to maximize both one's own and the other's outcome.

So, you can see like people are joining hands together and making a promise together to sharing of value sharing of trust this is very important for whenever we are understanding cooperation.

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Meaning of Cooperation

Cooperation is the motivation to maximize both one's own and the other's outcomes.

Cooperation is behavior that occurs when we trust the people or groups with whom we are interacting and are willing to communicate and share with the others, expecting to profit ourselves through the increased benefits that can be provided through joint behavior. Two or more parties interact cooperatively to the extent that they in their actions

- (i) take each other into cognitive consideration
- (ii) have a joint purpose
- (iii) take each other into ethical consideration
- (iv) trust each other to act in accordance with (i) – (iii).

So, cooperation is the motivation to maximize both one's own and the others outcome. Cooperation is behaviour that occurs where we trust the people or groups with whom we are interacting and are willing to communicate and share with the others expecting to profit ourselves through the increased benefits that can be provided through joint behaviour. So, it is like both of us want to profit it is not like we just me we are going to gain but together we have to gain something and. So, that we can communicate and share with others.

So, we are willing to share our views we are willing to know about your views. So, and whenever we profit it is with an increased benefit rather than what we get through competition. So, expecting to profit ourselves; through the increased benefits that can be provided through joint behaviour. So, the two or more parties interact cooperatively to extend. So, that in their actions they can take each other into cognitive consideration this point is very, very important.

The other party has to exist in my cognitive map in my schemata I have to see that the other person is a part also of my group member they have a joint purpose take each other into ethical consideration trust each other to act in accordance with the points like they have cognitive consideration, joint purpose and ethical consideration. Trust is a very, very important factor over here.

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Need for Cooperation

Managers are mostly challenged to foster cooperation within the company to ensure that:

- The organization is able to quickly adapt the changes in the environment;
- The organization is well positioned in inter-organizational networks; and that
- The flexibility in production or services is assured to cope with changes in the environment.

The slide features a blue header with the title 'Need for Cooperation'. Below the title is a yellow box containing the text and a bulleted list. To the right of the text is an illustration of two businessmen in suits high-fiving. The background is light blue with faint icons of gears, a lightbulb, and a network diagram. At the bottom left, there are logos for IIT Bombay and NPTEL.

Need for cooperation managers are mostly challenged to foster cooperation within the company to ensure that the organization is able to quickly adapt to the changes in the environment the organization is well positioned in inter organizational network and that the flexibility in production and services is assured to cope with the changes in the environment. So, when we can understand like I myself I cannot do much but I have to take the help of the others if we really want to answer to some of the changes and challenges in the be given by the external environment.

So, and if we are collaborating together if you are cooperating together both of us get well positioned. So, that like that motivates the organizations and the managers to foster cooperation within the company.

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Evolution of Cooperation

- **Genetic Evolution**
 - Lewontin: Cooperation is more adaptive than competition
 - Lynn Margulis: Evolution was primarily through symbiosis
 - Tomasello: Children begin cooperative, but adjust socially
- **Strategic Evolution**
 - Game theory, win/lose, prisoners' dilemma, etc.
 - Robert Axelrod: "The Evolution of Cooperation"

The slide features a yellow text box on a light blue background with faint icons of a person at a computer, a gear, and a molecular structure. The NPTEL logo is visible in the bottom left corner.

Evolution of cooperation: The genetic evolution and Lewontin tells cooperation is more adaptive than competition. Lynn Margulis evolution was primarily through symbiosis like coming together. So, that we can jointly achieve a major objective and both of us can survive together Tomasello children begin cooperating but after that and just show. Strategic evolution in terms of game theory win-loss prisoners dilemma these are the discussions which are done.

So, that how cooperation gradually develops in terms of like businesses and there are also like the evolution of cooperation these are certain references by Robert Alex wrote, you can go through it also.

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Evolution of Cooperation

- **Cultural Evolution**
 - Hunter/gatherer era: The most cooperative and conciliatory people prevailed and prospered.
 - Agricultural era: Boundaries and private property changed mindset to win-lose (competition).
 - Knowledge era: The more I share with others, the more we all benefit, including myself.

The slide features a yellow text box on a light blue background with faint icons of a person at a computer, a gear, and a molecular structure. A video inset in the bottom right shows a woman speaking. The NPTEL logo is visible in the bottom left corner.

Cultural evolution is also very important. So, in the hunter or the gatherer era the most cooperative and people prevailed and prospered. Because they came to the idea like from where this social behaviour started is if there is an external threat then I may not be powerful enough to answer that threat. But if we join together that collective strength, we get from coming together that helps us to answer the external threat.

So, the most cooperative and conciliatory people prevailed and prospered. Agricultural era boundaries and private property change the mindset to win laws which is competition. And in the knowledge era again we are trying to understand the more I share with others the more all of us benefit including myself. So, you can find there has been a shift from people staying together which we call to be heard behaviour staying together.

So that they in the terms of hunter; era where that collective strength helped them to answer to the climatic danger conditions risk. So, from there; when people settle in terms of agricultural era due to the divisions of properties and boundaries. So, could we; lose competition happen in order to get more like areas mark to them earmarked to them. So, there could be mean loss competition. So, and then again now we have realized going back to the thing like more we share with others the more we benefit including myself because it helps in enrichment.

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The slide is titled "Bases of Cooperation" and features a list of six factors on a yellow background. To the right of the list is an illustration of two men in business suits shaking hands. The slide also includes a small video inset in the bottom right corner showing a woman speaking. The NPTEL logo is visible in the bottom left corner.

- Collaborative motivation
- Group norms
- Higher pay-off
- Subordinate goals
- Perceived power
- Mutual trust

The basis for cooperation: Collaborative motivation, group norms, higher payoffs, subordinate

goals giving rise to super ordinate goals, perceived power and mutual trust. Mutual trust between the two persons who are or the two groups two organizations the between the parties rather who are going to cooperate with each other is very, very important and also sense of like self-efficacy like if I am not strong from inside if I am doubtful about my own competencies then I will be always be under threat like I am vulnerable to other persons attacks.

But if I am strong from within, I can withstand any kind of like threat which is there and the strength from inside gives me also the strength to like extend myself to cooperate and collaborate with others.

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The slide is titled "Types of Cooperation" and is presented in a yellow box. It contains two main sections: "Direct cooperation" and "ii) Indirect cooperation". The "Direct cooperation" section explains that people do things together that they could do separately, with examples like playing or worshipping together. The "Indirect cooperation" section explains that individuals work towards a common goal with specialized roles, which is more common in modern society due to technological changes. The slide also features a small image of a woman in the bottom right corner and logos for NPTEL and a university in the bottom left corner.

Types of Cooperation

Direct cooperation: The essential characteristics of this kind of cooperation are that people do in company the thing which can also do separately. In this category cooperating individuals do things of common interest together and perform identical functions. Playing together, worshipping together are the examples of direct co-operation.

ii) **Indirect cooperation:** In this type of cooperation individual work towards a common end each has his own specialised functions. Thus, we can say that indirect cooperation is obtained when people perform dissimilar tasks towards a common end, i.e., each has its specialised role to play. In the modern society it is the indirect cooperation which is more in play than the direct cooperation because technological changes require specialisation of skills and functions.

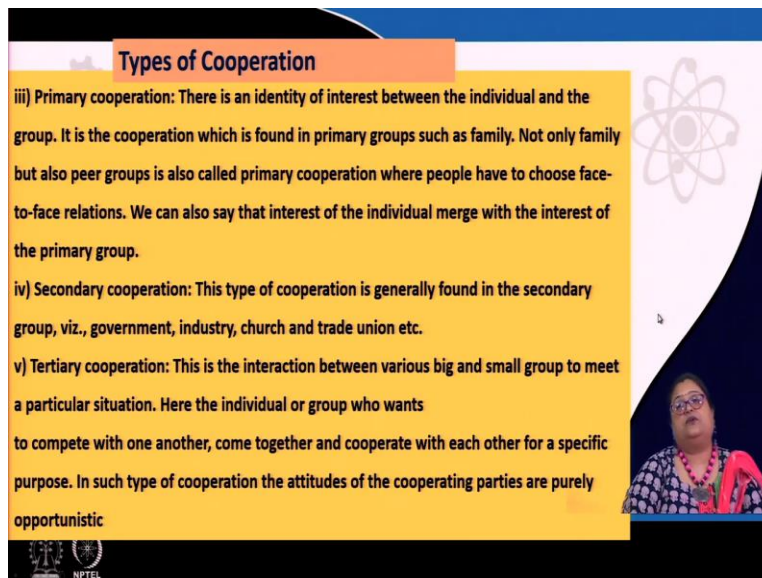
The types of cooperation: There are different types of cooperation like the direct cooperation. The essential characteristics of these kind of cooperation are that the people do in a company the thing which they can also do separately. In this category cooperating individuals do things of common interest together and perform identical functions, playing together worshipping together at the examples of direct cooperation.

So, like together they come up together to do certain activities. Indirect cooperation in this type of cooperation individual work towards the common end and each has its own specialized functions. Thus, we can see that indirect cooperation is obtained when people perform dissimilar tasks towards a common end that is each has its specialized role to play. In the modern society it

is the indirect cooperation which is also which is really very important rather than direct cooperation.

Because the technological changes require specialization of skills and functions who can be complementary to each other and together they can reach a greater objective.

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The slide is titled "Types of Cooperation" and features a yellow background with black text. It lists three types of cooperation: (iii) Primary cooperation, (iv) Secondary cooperation, and (v) Tertiary cooperation. A woman is visible in a video inset on the right side of the slide. The NPTEL logo is at the bottom left.

Types of Cooperation

iii) Primary cooperation: There is an identity of interest between the individual and the group. It is the cooperation which is found in primary groups such as family. Not only family but also peer groups is also called primary cooperation where people have to choose face-to-face relations. We can also say that interest of the individual merge with the interest of the primary group.

iv) Secondary cooperation: This type of cooperation is generally found in the secondary group, viz., government, industry, church and trade union etc.

v) Tertiary cooperation: This is the interaction between various big and small group to meet a particular situation. Here the individual or group who wants to compete with one another, come together and cooperate with each other for a specific purpose. In such type of cooperation the attitudes of the cooperating parties are purely opportunistic

The third kind of cooperation is primary cooperation; there is an identity of interest between the individual and the group. It is the cooperation which is found in primary groups such as in family. Not only the family but also in peer groups which is also called primary cooperation where people have to choose face to face relations. So, we can also say that the interest of the individual merge with the individual interest merges with the interest of the primary group.

Like in the family each of the family has their own goals, own objectives, own values to nurture and each of the members choose voluntarily to cooperate into that group to move those values forward or to keep that family sustaining. So, that is called a primary cooperation group. Secondary cooperation group, this type of cooperation is generally found in secondary groups like in government, industry, church and trade unions etcetera.

In tertiary cooperation this is the interaction between various big and small groups to meet a particular situation. Here the individual or group who wants to compete with one another come

together and cooperate with each other for a specific purpose. In such type of cooperation so the like alliance or the of the attitudes of the cooperating parties are purely opportunistic because they understand like this the single handedly, they cannot do certain things.

So, it is a type of contract that they develop between the two parts two or three parties who comes together to gain that opportunity. So, that is a tertiary cooperation. So, from primary to secondary to tertiary different levels of cooperation that we find based on the togetherness the gel the trust like one-to-one knowledge that we have and the willingness to contribute to a group of not only for my specific purpose but because we want together, we survive for a common purpose.

So, from primary cooperation which is majorly which is the focus is on these things we find in secondary cooperation and which is where we again maybe we do not know things people. So, much face to face or we do not have agendas which are very closely related to our own self but again for major purposes we want to come together to again tertiary cooperation where we come together for a little while to gain something and that is very individualistic determined orientations and ends and after that maybe again, we part our ways, so primary cooperation, secondary cooperation and tertiary cooperation.

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Role of Cooperation

- It is a universal phenomenon.
- Cooperation for human beings is both a psychological and social necessity.
- Individual as well as collective goals can not be achieved without cooperation.
- Cooperation is essential for maintenance of social order

NPTEL

What is the role of cooperation? It is a universal phenomenon and what we find cooperation for

human beings is both a psychological and a social necessity. Because when you if you have gone to the evolution of cooperation as we have seen from the hunter's era. So, because with the process of evolution when human beings evolve; to answer to the threats of the nature. So, they could not do it by oneself.

So, they had to come together to like exchange their process the thing like ideas that that collect stay together as a like what we tell herd behaviour. So, that they can face those external situations together and that gradually gave rise to sharing, caring, communicating with each other and the social bonding started developing. So, because I want to communicate with each other; so, this is called like human beings are gregarious beings they want to like in isolation people cannot exist.

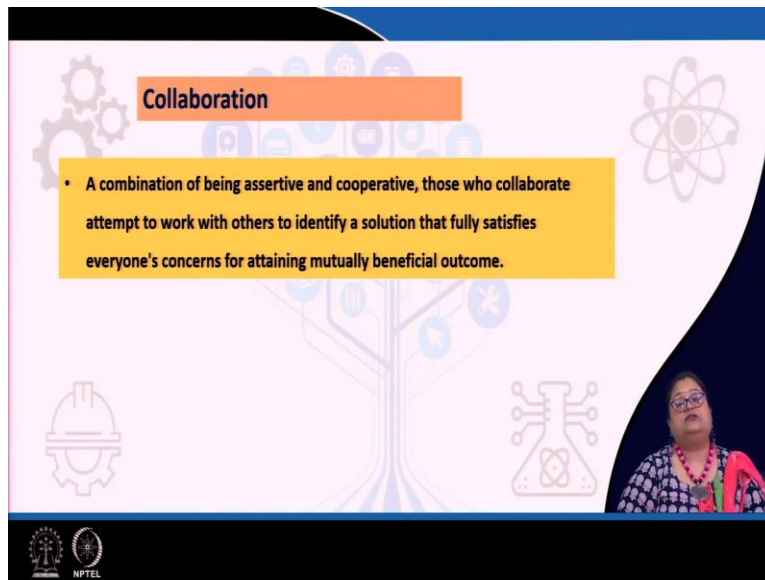
They have to have friends around they have to have family members around. So, they need to be a part of a group not only to express oneself but to learn also and contribute also to find purpose of existence for oneself. So, cooperation for human means is both a psychological and a social necessity. Individual as well as collective goals cannot be achieved without cooperation. So, if I do have a goal of getting a social recognition if I understand like if I want to get us a social identity then I cannot get it by myself.

If I want to get recognition from others if social status or other is important for me, I cannot get it by myself I need to be a part of a group and I need to be surrounded by people who knows me who admires me who recognizes my contribution. So, that they will give me that status, so, this individual goal of getting the social status or getting the social esteem cannot be fulfilled if I am staying alone. I have to be a part of a group and I have to cooperate with those members of that group.

So, the individual and these are individual goals which cannot be achieved without cooperation and there are collective goals also which cannot be achieved without cooperation definitely. Because if the organization has to function effectively there should be cooperation between the different groups and or teams and cooperation between the different members of a particular group so, that collectively that they can achieve the organizational goal.

And of course, cooperation is essential for maintenance of social order. So, if I am cooperating with you; means I am respecting your individual needs and you can all I am trustworthy and you can trust me that I will do my duty to respect your needs and give you the space that you need to flourish. So, and I am not going to create unnecessary disturbances in your life or try to block your progress. So, these are important natures of cooperation. So, cooperation is also essential for maintenance of social order.

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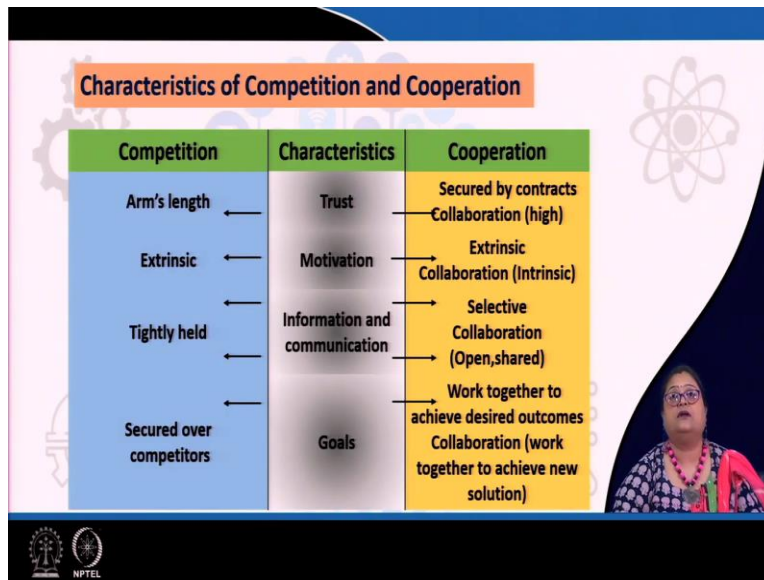


So, if we are cooperating with each other and we are also quite aware of our own outcomes our own strengths and priorities and outcomes equally we are aware of other persons strengths priorities and outcomes and we respect them then together what we can reach to is collaboration. Collaboration is a combination of being assertive and cooperative. So, as we showed you in the first discussion.

So, there is a range from being negative to assertive and there is a range of like from being non-cooperative to being cooperative. And if we are high on cooperativeness and if we are high on assertiveness also in terms of not only expressing our own feelings needs aspirations and what we want our goal but we also know like what other person's needs aspirations and desire outcomes are. Then together like through this assertiveness and cooperativeness when it blends together what happens is collaboration and those who decide to collaborate.

And what they do they try to attempt to work together to identify a particular solution that fully satisfies everyone's concerns for attending mutually beneficial outcome. So, that is the highest point of win-win type of conflict resolution that happens in a group dynamics like two members are collaborating with each other two groups are collaborating each other for reaching a super ordinate complete like holistic goal in which both of the parties find their presence both of the parties find their fulfillments and both of the parties find their achievement also.

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So, we will discuss over here the characteristics of competition and collaboration. So, if it is a characteristic of trust in competition generally it is at arm's length. In cooperation it is secured by contracts in collaboration it is at very high level. In motivation whenever we are talking of competition and cooperation it is extrinsically different but in collaboration it is intrinsically different.

Because they understand the importance of like collaborating with you, I understand that my goals the outcomes the way that I want to do it as it is preferred to me definitely the other persons also have preferences for his or her own outcome and he is our own like ways to see the life and preferences and I must be respecting that. So, mutual trust and respect these are very, very important things of and cooperation leading to collaboration. Information and communication in competition it is tightly held in cooperation it is selective but in collaboration

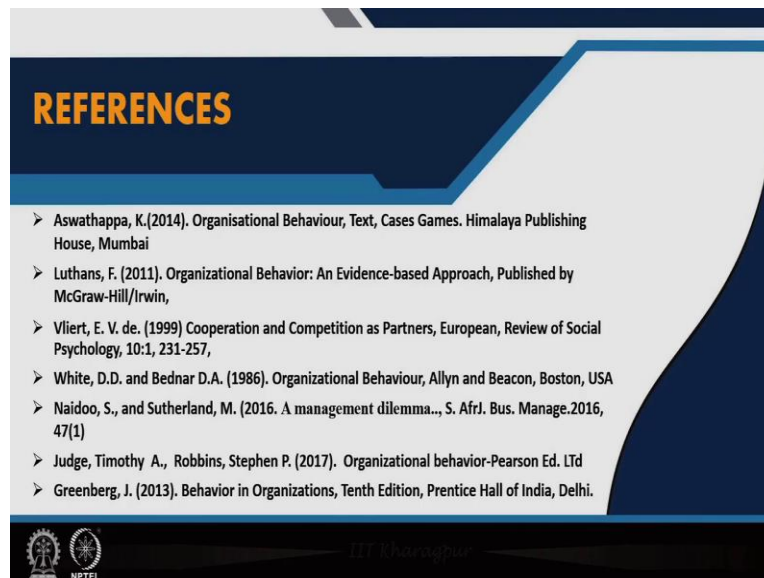
it is open and shared communication, in the goals that are nurtured.

So, in competition we see like the goal is to get oneself secured over competitors. In cooperation it is to work together to achieve the desired outcomes and in collaboration it is work together to achieve something new solutions some superordinate goals some like synergy it is more important to get a synergy. So, in which the cooperative effect the collaborative effect the outcome is more than the sum of its parts.

In collaboration it is very important that we work together to a new solution to get a synergy to get a blend which is inseparable from each other. And the outcome is more than the additive outcomes of two people just coming together for a common purpose. And like working together but again wholeheartedly like working together or like putting our own self or understanding the other persons and functioning in tune with each other in sync with each other.

That is very important to get the synergy which is more than the summation of its parts. So, till here we have understood about the importance of competition, cooperation and also the collaboration.

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So, these are the references that we have for the discussions that we have had till now.

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CONCLUSION

In the conclusion of this lecture session, we may recap the discussion held on meaning and definition of competition and cooperation and types. In the next session we will be discussing about factors leading to competition and cooperation. Thank you all.

The slide features a dark blue header with the word 'CONCLUSION' in orange. Below the header is a large white area with a yellow text box containing the conclusion text. In the bottom right corner, there is a small video inset showing a woman with glasses and a colorful necklace. At the bottom left, there are two circular logos, one of which is the NPTEL logo.

So, in the conclusion of this lecture session till now we may recap that the discussion was held on meaning and definition of competition and cooperation. The different types of competition and cooperation the value of competition and cooperation, we also understood the relationship between the characteristics of competition, cooperation and collaboration. In the next session we will be discussing about the factors leading to competition and cooperation. Thank you all till then stay tuned for any discussion please check on the platform where we are going to answer all your queries, thank you till then bye.