

## **UNIT-4**

### **CONSUMER PROTECTION ACT, 1986**

#### **Introduction**

Consumer Protection Act was enacted in the year 1986 to provide a better protection of the interests of consumers and encourage the consumer movements through consumer councils and other authorities for the settlement of consumer 's disputes and for matters connected therewith. The Act gives full freedom to consumers in getting legal protection and free from fear complexities and technicalities involved with the various legal procedure in the regular course of action like complaints and so on. Moreover, there is no court fees or stamp duty to be affixed, no matter whatever may be the amount involved in the complaints. So the Act facilitates the consumers to get a better, inexpensive and speedy remedy. The Act shall be applicable to all goods and services unless otherwise, expressly provided by the Central Government by notification. The law shall see to the benefit of the general public, that is the consumers. The act applies in addition to the sale of all goods and services, in the private sector and the public sector as well as Government agencies. It provides for the establishment of Central Consumer Protection Council by the Central Government and likewise State Consumer Protection Council by the respective State Government.

#### **MEANING OF CONSUMER**

Consumer is an individual who buys products or services for personal use and not manufacture or resale. A consumer is someone who can make the decision whether or not purchase an item at the store and someone who can be influenced by marketing and advertisements.

#### **DEFINITION OF CONSUMER:**

According Consumer Protection Act, 1986, " Consumer means any person who buys any goods for a consideration which has been paid or promised or partly paid and partly promised, or under any system of deferred payment and includes any user of such goods other than the person who buys such goods for consideration paid or promised or partly paid or partly promised, or under any system of deferred payment when such use is made with the approval of such person but does not include a person who obtains such goods for resale or for! any commercial purpose ".

According to Oxford Dictionary, " Consumer is a person who purchases goods and services for personal use ".

According to the Sec 2 (1) (d), " Any person, who buys any goods against consideration is a consumer. "

#### CONSUMER DISPUTE:

Section 2 (1) (e), It refers to a dispute where the person against to whom a complaint has been made, denies or disputes the allegations contained in the complaint. Thus, it is clear that if a person against to whom complaint is made agrees to the complaint, there is no ' Consumer dispute

#### Meaning of Complaint:

It means any allegation in writing made by a complainant that is unfair trade practice or restrictive trade practice adopted by any trader.

#### Meaning of Deficiency:

Deficiency means any fault, imperfection, shortcoming or inadequacy in the quantity/ nature and Manner of Performance which is required to be maintained by or under any law for the time being in force & has been undertaken to be performed by a person in pursuance of a contract or otherwise in relation to any service

#### Meaning of Service:

Service means services of any description which is made available to potential users. It includes the provisions of facilities in connection with banking, financing, insurance, transport, processing, supply of electrical energy, boarding or lodging or both, house construction, entertainment, amusement or other purveying news or other information

#### OBJECTIVES AND SCOPE OF THE ACT:

There are six consumer rights recognised by the Act in the form of its objects, and are as follows:

- (a) The right to be protected against marketing of goods and services which are hazardous to life and property. So, consumers should always sport an attitude of beware as, " Don ' t sell me goods hazardous to my life and property ".
- (b) Secondly, the right to be informed about the quality, quantity, potency, (marked or branded) purity, standards and price of goods and services to protect against unfair trade practices.
- (c) Then, the right to be assured ' , whenever possible, access to an authority of goods and services at competitive prices.
- (d) "The right to be heard ' and to be assured that the consumer ' s interest will receive due consideration from appropriate forums.
- (e) The right to seek redressal against unfair trade practices or restrictive trade practice or unscrupulous exploitation and finally;

(f) the right to consumer education.

The Central and State Consumer Protection Councils are to protect and promote the above objects.

Actuated with above purpose a speedy, inexpensive and simple quasi – judicial machinery of redressal agencies to settle consumer disputes have been set up at the District, State and national level.

#### RIGHT OF CONSUMERS:

The consumer 's rights have been expanded to the following:

- (a) Right to basic needs: Food, shelter, clothing, health care and education.
- (b) Right to safety: Right to be protected against products, production processes and services which are hazardous to health and life.
- (c) Right to information: Right to get access to all the facts necessary to make an informed and conscious choice. This right includes the right to protection against dishonest, deceitful and misleading advertisements.
- (d) Right to Choose/ Choose: Right to have access to a variety of product and services at competitive prices and in case of an existing monopoly the right to have assurance of satisfactory quality and service at a reasonable price which is a right against exploitation.
- (e) Right to be heard: This is the right to be heard by any person, organisation, business and government, the voice of the consumers. This right has been represented during the formulation and execution of economic policy.
- (f) Right to redress: It is for right to a fair settlement of just claims, and this includes right to receive compensation for misrepresentation.
- (g) Right to consumer education: In this right to acquire knowledge and skill to become an enlightened consumer.
- (h) Right to a healthy environment: Right to have protection under mis - representation over which he as an individual has no control, but nevertheless falls as a victim.

#### CONSUMER FORUM REDRESSAL AGENCIES:

1. Dispute forum: setup by the state government in each district by notification
2. A state commission: setup by the state government
3. A national commission: set up by central government by notification

#### (I) CONSUMER DISTRICT REDRESSAL FORUM: (THE DISTRICT FORUM SEC 10 - 15)

1. Constitution: It is set up by the state government one at each district
2. Composition: It shall have a president and 2 members one whom must be a woman

3. Appointment: They are appointed a state government on the recommendation of a selection committee of 3 persons.

I. Chairman is the president of the state commission

II. 2 members - One member is the secretary in the law department of the state & Another is the secretary of consumer affairs.

4. Qualification: The president of a district forum must be qualified district judge. Another 2 members must have the ability & integrity and have enough knowledge and experience in economics, commerce, accountancy, law, industry and public affairs.

5. Period of office: Every member of the district forum shall hold office for a period of 5 years and there shall be no reappointment.

6. Terms of services: The salary and terms and conditions of the members may be prescribed by the state government

7. Jurisdiction: Sec (11) its jurisdiction is based on the amount of compensation. This forum will have jurisdiction when the amount of compensation claimed is up to Rs 20 lac.

The complaint must be given to that district forum in the district in which opposite party (the person answering the complaint) has the business or the branch office or works for gain

8. Who shall give complaint Sec (12): A complaint may be filed with a district forum by:

a. The consumer to whom such goods are sold, or services Rendered

b. Any recognized consumer association i.e. registered under companies act 1956.

c. The central and state government

9. Powers: The order given by the district forum shall be the final shall have the power of a civil court under the code of Civil procedure 1908. The proceedings of the district court forum are equal to judicial proceedings under sec 193 and 228 of IPC.

10. Appeal (sec 15): Any person aggrieved by the order of district forum can go for an appeal, against such order in the state commission within 30 days from the date of the order

## (II) CONSUMER DISPUTE REDRESSAL COMMISSION (THE STATE COMMISSION SEC 16 - 19)

1. Constitution: It is set up by the state government by notification

2. Composition (sec 16): It shall have a president and Members, one of whom must be a woman.

3. Appointment: The president is appointed in consultation with the chief justice of the high court. They are appointed by the state government on the recommendation of a selection committee of 3 persons (composition of the selection committee is the same as referred under district forum)

4. Qualification: The president of a state commission must be a judge of a high court, and he is appointed by the state government. The qualification of the 2 members is same as district forum)
5. Period of office: Every member of the district forum shall hold office for a period of 5 years and there shall be no re appointment
6. Terms of services: The salary and terms and conditions of the members may be prescribed by the state government.
7. Jurisdiction: the jurisdiction of the state commission is limited to the extent of compensation value of above Rs 5 lakh and up to Rs 1 crore and appeals against the orders of any district forum and the state.
8. Powers: has powers of a civil court. It can call for the records and issue an appropriate order in any consumer dispute pending before it and also the dispute decided by any district forum within the state. It can issue an order to the opposite directly to do one or more thing referred under sec 14 party
9. Appeal (sec 19): Any person aggrieved by the order of state commission within 30 days from the date of the order in the national commission.

### (III) NATIONAL CONSUMER DISPUTE REDRESSAL COMMISSION (NATIONAL COMMISSION SEC 20 -23)

1. Constitution: It is set up by the Central government by notification.
2. Composition (set 20): I shall have a president and 4 members, one of whom must be a woman.
3. Appointment: The president is appointed in consultation with the chief justice of India and other members are appointed by the recommendation of selection committee. This selection committee has
  - a). One chairman - is a judge of the supreme court (nominated by the chief Justice of India)
  - b). One member is the secretary in the department of law in the government of India.
  - c). Another member the secretary of the department of consumer affairs in the GOI
4. Qualification: The president of the national commission is the judge of the Supreme Court and he is appointed by the central government and the other 4 members must have the ability and integrity & have enough knowledge and experience in economics, commerce, accountancy, law, industry and public affairs.
5. Period of office: Every member of the district forum shall hold office for a period of 5 years and there shall be no re appointment.
6. Terms of services: The salary and terms and conditions of the service of the members of National

commission is prescribed by the Central government

7 Place of office: The office of this commission must be in the state of Delhi.

8. Jurisdiction: Sec (21) the jurisdiction is limited to the extent of compensation value of above Rs 1 crore and appeals against the orders of any state commission.

9. Treatment of complaint: Same as district forum

10. Powers (in form of procedure sec 22): It has powers of a civil court. It can call for the records and issue an appropriate order in any consumer dispute pending before it and also the dispute decided by any district forum within the country. It can issue an order to the opposite party directly to do one or more thing referred under sec 14.

11. Appeal (sec 19): Any person aggrieved by the order. et national, may appeal against such order in the Supreme Court within 30days from the date of the order.

## **UNIT-5**

### **THE ENVIRONMENT PROTECTION ACT 1986**

#### **Introduction:**

This Act relates to general measures to protect the environment, such as restriction on industrial and other processes or activities in specified areas. It also deals with prevention and

control over the manufacture, use release and movement of hazardous substances.

According to Chapter 1, Section 1 provides for short title extent and commencement. It extends to the whole India. It came into force on 19 Nov 1986, The Central Government by notification in the official Gazette appoint and different dates may be appointed for different provisions of this Act and for different areas. The Act is an important legislation designed to provide a framework to the Central Government and co - ordination of the activities of various

Central and State authorities established under same of the Act like Water Act and Air Act.

#### **DEFINITIONS**

In General Environment is "a sum total of all living and non-living components surrounding organisms. "

Whereas the definition under this Act is

Sec (A) Environment ' - " Environment includes water, air and land and the inter-relationship which exists among and between water, air and land, and human beings other living creatures, plants, micro - organisms and property. "

pollution is understood as an undesirable change in the physical, chemical and logical characteristics of the natural environment brought about by man ' s activities.

The Environmental Act defines under Sec. 2 (c) as, "Environmental Pollution " .

means the presence in the environment of any environmental pollutant. "

Section 2 (b) defines " Environmental Pollutant " as, any solid, liquid or gaseous substance present in such concentration as may be or tend to be injurious to environment.

Sec. 2 (d) provides, the definition for " Handling " which is in relation to any substance, means the manufacture, processing treatment, package, storage, transportation, use, collection, destruction, conversion, offering for sale, transfer or the like of such substance " ;

Sec. 2 (e) " Hazardous Substance " means any substance or preparation by which the reason of its chemical or physico - chemical properties or handling, is liable to cause harm to human beings, other living creatures, plants, micro - organism, property or the environment.

Sec. 2 (f) " Occupier ", in relation to any factory or premises, means a person who has control over the affairs of the factory or the premises and includes, in relation to any substance, the person in possession of the substance;

Sec. 2 (g) " Prescribed " means ' prescribed by sales made under this Act '.

#### Powers of central government:

The central government have the power under the act to take necessary steps or measures to protect and improve the quality of the environment and prevent and control environmental pollution.

##### 1. Measures to protect and improve environment:

The central government has the power in all or any of the following

- To co - ordinate the actions by the state government
- To prescribe standards for the quality of environment
- To prescribe different standards for emission
- To restrict areas in which any industries shall not be carried out
- To lay down procedure and safeguards for handling of hazardous substances.
- Examine of such manufacturing processes, materials and Substantives
- To conduct investigation and research on the environmental pollution problems.
- To inspect the factories, plants, machinery equipment's, materials
- To establish or recognize environmental laboratories and institutions.
- To collect and distribute information on environmental pollution.

##### 2. Appointment of officers and their powers functions:

The central government may also appoint officers and give powers and functions under this act. Such officers shall work under the direction of the central government and the other authorities set up under the act

##### 3. Power to give direction:

Under the act the central government may give directions in writing to the officers and authorities on

- Closing or regulation of any industry operations or process.
- Stopping or regulating of the supply of electricity and water.



#### 4. Rules to regulate pollution:

The central government may make rules (through notification in the official gazette on all or any of the matters mentioned) sec3 such rules are:

1. Fixing the standard of quality of air, water and soil.
2. Fixing maximum limit for noise and environmental pollution.
3. Framing procedure for the handling of hazardous substances.
4. Prohibiting and restricting the location of industries in different areas.
5. Preventing accidents that may cause environmental pollution.

### PREVENTION, CONTROL AND ABATEMENT OF ENVIRONMENTAL POLLUTION

Chapter III of Sec 7 to 17 grants the various provisions to prevent, control and abate the environmental pollution. The following are the details of the same:

#### Emission or discharge of environmental pollutants:

Section 7 provides that no person carrying on any industry, operation or process shall discharge or emit or permit to be discharged or emitted any environmental pollutant in excess

of such standards as may be prescribed.

Handling hazardous substance: Sec. 8 of the Act discusses about the persons handling hazardous substances to safeguard the same.

The section 8 explains as, "No person shall handle or cause to be handled any hazardous substance except in accordance with such procedure and after complying with such safeguard as may be prescribed.

#### Furnishing of information to authorities and agencies in certain cases:

Under sec. 9 subdivision (1) it provides as:

- ❖ Where the discharge of any environmental pollutant in excess of the prescribed standards occurs or is apprehended to occur due to any accident or other unforeseen act or event the person responsible for such discharge and the person in charge of the place at which

such discharge occurs or is apprehended to occur shall be bound to prevent or mitigate the environmental pollution caused as a result of such discharge and shall also forthwith

(a) Intimate the fact of such occurrence or apprehension of such occurrence, and

(b) Be bound, if called upon to render all assistance, to such authorities or agencies as may be prescribed.

❖ On receipt of information with respect to the fact or apprehension of any occurrence of the

nature referred to in sub - section (1), whether through intimation under that sub - section or otherwise, the authorities or agencies referred to in sub - section (1) shall, as early as practicable, cause such remedial measures to be taken as are necessary to prevent or mitigate the environmental pollution.

❖ The expenses, if any, incurred by any authority or agency with respect to the remedial measures referred to in sub - section (2), together with interest (at such reasonable rate as the Government may, by order fix) from the date when a demand for the expenses 15 made until it is paid, may be recovered by such authority or agency from the person concerned as arrears of land revenue or of public demand.

## **Unit 6 - Foreign exchange management act 1999**

From FERA to FEMA:

The foreign exchange management act 1999 (FEMA) is an act of the Parliament of India "to consolidate and change the law relating to foreign exchange with the objective of facilitating external trade and payments and for promoting the orderly development and maintenance of foreign exchange market in India".

As a part of the ongoing process as economic liberalisation relating to foreign investment and foreign trade review of the foreign exchange regulation act, 1973 was made in the year 1993, and several amendment were enacted. Subsequently it was felt that FERA 1973 must be replaced.

On the recommendations of the task force reported in 1994 and keeping in view the significance development on August 4th 1994. The FEMS bill was introduced by Finance Minister in Lok Sabha the bill having passed by both the houses of Parliament. It came into force on 1st of June 2000 as FEMA.

### **Objectives of FEMA:**

The main objective of FEMA is to consolidate and amend the law relating to foreign exchange with a view to facilitate external trade.

1. To facilitate external trade and payment
2. To promote of an orderly maintenance of foreign exchange market in India
3. To restrict current account transactions
4. To allow for foreign exchange
5. To utilise foreign exchange resources of the country effectively
6. To remove imbalance of payment
7. To make strong and developed foreign exchange market

### **Meaning of Authorised person:**

Authorised person means an authorised dealer, money changer off-shore banking unit or any other person for the time being authorised dealer in foreign exchange or foreign securities.

**Meaning of Currency:**

Currency includes all currency notes, postal notes, postal order, money orders, cheque, drafts, travellers' cheque, letter of credit, bills of exchange and promissory notes, credit cards or such other similar instruments as may be notified by the Reserve Bank.

**Meaning of foreign exchange:**

Foreign exchange is the exchange of one currency for another or the conversion of one currency into another currency. Foreign exchange also refers to the global market where currencies are traded virtually around the clock.

**Meaning of Foreign security:**

Foreign security means any security in the form of shares, stocks and bonds, debentures or any other instrument expressed in foreign currency and include securities expressed in foreign currency, but where redemption or any form of return such as interest or dividend is payable in Indian currency.

**Provisions of FEMA Act, 1999:**

The major provisions of FEMA Act, 1999 related to following matters-

1. Dealing in foreign exchange, etc
2. Holding of foreign exchange, etc
3. Current account transactions
4. Capital account transactions
5. Export of goods and services
6. Realisation and repatriation of foreign exchange
7. Exemption from realisation and repatriation in certain cases
8. Provisions relating to authorised persons that is authorised by RBI to deal with foreign exchange or in foreign securities
9. Power of RBI to inspect authorised person
10. Contravention and penalties
11. Adjudication and appeal

12. Directorate of enforcement

13. Miscellaneous provisions

### **Capital Account Transactions:**

#### Meaning of capital account transactions:

Capital account transaction means transactions which alter the assets or liabilities, including contingent liabilities outside India, of person's resident in India or assets or liabilities in India, of person's resident outside India and includes transactions.

#### Capital account transactions are:

1. Investment in foreign securities
2. Foreign currency loans raised in India and abroad
3. Transfer of immovable properties outside India
4. Loan and overdraft to a person resident outside India
5. Taking out insurance policy from and insurance company outside India
6. Remittance outside India of capital assets of a person resident in India
7. Sale and purchase of foreign exchange derivatives in India and abroad
8. Export, import and holding of currency/ currency notes
9. Guarantees issued by a person resident in India in favour of a person resident outside India
- 10 .Loans and overdraft (borrowings) by a person resident in India from a person resident outside India
11. Maintenance of foreign currency account in India and outside India by a person resident in India.

### **Current Account Transactions:**

Meaning of current account transactions:

Current account transactions are the transactions other than the capital account transactions. Current account transaction means all transactions which do not alter assets or liability outside India of resident or assets or liabilities in India of non resident treated as current account transactions.

Current account transactions are:

1. Payments due in connection with foreign trade
2. Payments due as interest on loans
3. Remittances for living expenses of parents, children and spouse
4. Expenses in connection with foreign travel, education and medical care of parents.

## UNIT 6

### LEADERSHIP

#### **Leadership Meaning**

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

#### **Characteristics of Leadership**

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

#### **TYPES OF LEADERSHIP/ STYLES:**

The different types of leadership styles are.

1. Autocratic or task Management Leadership
2. Participative or democratic leadership
3. Laissez faire or Free - rein Leadership
4. Paternalistic Leadership

##### **1. Autocratic or Task Management Leadership**

The autocratic Leader gives order which he insists shall be obeyed. He determines policies for the group without consulting them and does not give detailed information about future plans,

but simply tells the group what steps they must take. In other words, an autocratic leader is one who centralizes the authority in himself and does not delegate authority to his subordinates. He is dictatorial by nature, and has no regard for the subordinates. He drives himself and his subordinates with one thought uppermost in his mind - action must produce results. An autocratic close the entire planning and cells upon his subordinates to execute what he has planned. An Autocratic leader operates on the following assumptions:

- (a) An average human being has inherent dislikes of work and will avoid it if he can.
- (b) His assumption is that if his subordinate was intelligent enough, he would not be in that subordinate position.
- (c) He assumes that unintelligent subordinates are immature, unreliable and irresponsible persons. Therefore, they should be constantly watched in the course of their work.
- (d) As he has no regard for his subordinates, he gets the work done by his subordinates through negative motivation i. e. through threats of penalty and punishment.

Thus under this style all decision - making power is centralized in the leader. The autocratic leader stresses his prerogative to decide and order and subordinates obligation to do what they told to carry out. He does not give subordinates the freedom to influence his behaviour.

#### Types of Autocratic Leadership

- a) Strict autocratic leaders: A strict autocratic relies on negative influence and gives orders which the subordinates must accept. He may also use his power to disperse rewards to his group.
- b) Benevolent Autocrat: The benevolent is effected in getting high productivity in many situations and he can develop effective human relationship. His motivational style is usually positive.
- c) Manipulative Autocrat: A manipulative autocratic leader is one who makes the subordinates feel that they are participating in decision making process even though he has already taken the decision.

## 2. Participative or Democratic Leadership

A democratic leader is one who consults and invites his subordinates to participate in the decision making process. He gives orders only after consulting the group, sees to it that policies are worked out in group decisions and with the acceptance of group. The manager largely avoids the use of power to get a job done. He behaves that a desired organisational behaviour can be obtained if employees ' needs and wants are satisfied. Therefore, he not only issues orders but interprets them and sees to it that the employees have the necessary skill and tool to carry out



their assignments. He assigns a fair work load to his subordinates and recognizes the job that is well done; there is a team approach to the attainment of organisational goals. He recognizes human value for greater concern for his subordinates. A participative leader operates on the following assumptions:

- (a) Subordinates are capable of doing work and assuming the responsibility if they are given opportunities and incentives.
- (b) Subordinates are supervised, guided and aided rather than threatened and commanded to work.
- (c) Mistakes are not viewed seriously. The assumption is that disciplinary action breeds discontent and frustration among employees and creates an unhealthy work environment

### 3. Laissez Faire or Free - rein Leadership

A free - rein leader does not lead, but leaves the group entirely to itself. The leader avoids using power and interest in the decision on making authority to his subordinates. He does not direct his subordinates and there is complete freedom for his subordinates. Group members work themselves and provide their own motivation.

### 4. Paternalistic Leadership

Under this type of leadership, the leader assumes that his function is fatherly. His attitude is that of treating the relationship between the leader and his group as that of family with the leader as the head of the family. The leader works to help, guide, protect and keep his followers happily working together as members of a family. He provides them with good working conditions, fringe benefits and employee services. It is said that employees under such leadership will work harder out of gratitude.

## Leadership style

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippitt, White, 1939). This early study has remained quite influential as it established the three major leadership styles: (U.S. Army, 1973):

authoritarian or autocratic - the leader tells his or her employees what to do and how to do it, without getting their advice

participative or democratic - the leader includes one or more employees in the decision making process, but the leader normally maintains the final decision making authority

delegative or laissez-fair (free-rein) - the leader allows the employees to make the decisions, however, the leader is still responsible for the decisions that are made

### **CONFLICT IN ORGANIZATIONS**

Organizational Conflict or otherwise known as workplace conflict, is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationship between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions with respect to any task or decision are in contradiction.

1. Handle the conflict positively.
2. Formation of official grievance procedure for all members.
3. Concentrate on the causes rather than their effect, to assess conflicts.
4. Parties to conflicts should be given an equal voice, irrespective of their position, term or political influence.
5. Active participation of all the parties to conflict can also help to counter it.

### **MEANING OF CONFLICT**

Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values or goals. Conflict on teams is inevitable; however, the results of conflict are not predetermined. Conflict might escalate and lead to non-productive results or conflict can be beneficially resolved and lead to quality final products.

Therefore, learning to manage conflict is integral to a high - performance team. Although very few people go looking for conflict, more often than not , conflict results because of miscommunication between people with regards to their needs, ideas, beliefs, goals or values.

Conflict management is the principle that all conflicts cannot necessarily be resolved but learning how to manage conflicts can decrease the odds of non-productive escalation. Conflict management involves acquiring skills related to conflict resolution, self - awareness about conflict modes, conflict communication skills and establishing a structure for management of conflict in your environment.

### **CHARACTERISTICS OF CONFLICT**

1. Interpersonal conflict requires at least two people. (Conflict within one 's self, or intrapersonal conflict, generally is studied by psychologists. Communication students and scholars are

interested in communication between people.)

Conflict inherently involves some sense of struggle or incompatibility or perceived difference among values, goals or desires.

3. Action, whether overt or covert, is key to interpersonal conflict. Until action or expression occurs, conflict is latent, lurking below the surface.

4. Power or attempts to influence inevitably occur within conflicts. If the parties really don't care about the outcome, the discussion probably doesn't rise to the level where we call it a conflict.

When people argue without caring about what happens next or without a sense of involvement and struggle, it probably is just a disagreement.

### **Important levels of conflicts in Organisation:**

1. Individual Level Conflict.
2. Interpersonal Conflict.
3. Group Level Conflict, and
4. Organisation Level Conflict.

#### **1. Individual Level Conflict:**

Management should keep in mind that all individuals have conflict within themselves.

Conflict arises within an individual whenever his drives and motives are blocked or he is confronted with competing roles and goals and he is unable to take decisions.

#### **2. Interpersonal Conflict:**

Interpersonal conflict involves conflict between two or more individuals and is probably the most common and most recognized conflict. All conflicts are basically interpersonal conflicts because most of the conflicts involve conflict between a person in one organisation or a group and another person in other organisation or a group.

#### **3. Group Level Conflict:**

A group consists of two or more persons who are in interaction with each other, have a well-defined structure of role and status relations and have a system values and norms of behaviour for the smooth working of the group. Groups not only affect the behaviour of their members, rather they have impact on other groups and the organisation as a whole. In this process of interaction, two types of conflict arises (A) Intra group and (B) Inter group.

#### 4. Organizational Level Conflict:

All the conflicts discussed in the preceding discussion relate to conflicts within the organizational settings. Inter organizational level conflict occur between organisations which are in some way or the other dependent upon each other. Conflicts at individual level, group level or inter group level are all inherent in the organisation level conflict.

The organisation level conflict can be between the buyer and seller organisation, between union and organisations employing the members, between government agencies that regulate certain organisations and the organisations that are affected by them.

### **EMPLOYEE STRESS**

Employee Stress is negatively correlated to their work performance. In short, more the level of stress, lower is the performance. It was conventionally perceived that reasonable levels of stress would boost the employees and improve their work performance. But this perception no longer holds true. Today it is believed that even a little bit of stress will inhibit employees ' work performance

### **CAUSES OF EMPLOYEE STRESS**

1. Excessively high workloads, with unrealistic deadlines making people feel rushed, under pressure and overwhelmed.
2. Insufficient workloads, making people feel that their skills are being underused.
3. A lack of control over work activities.
4. A lack of interpersonal support or poor working relationships leading to a sense of isolation,
5. People being asked to do a job for which they have insufficient experience or training.
6. Difficulty settling into a new promotion, both in terms of meeting the new role ' s requirements and adapting to possible changes in relationships with colleagues.
7. Concerns about job security, lack of career opportunities, or level of pay.
8. Bullying or harassment
9. A blame culture within the business where people are afraid to get things wrong or to admit to making mistakes.
10. weak or the effective management which leaves employees feeling they don ' t have a sense of direction. Or over - management, which can leave employees feeling undervalued and affect their self - esteem.

11. Multiple reporting lines for employees, with each manager asking for their work to be prioritised.
12. Failure to keep employees informed about significant changes to the business, causing them uncertainty about their future.

## **STRESS MANAGEMENT**

The people lack in capabilities and resources to tackle stressful situations. The stress in people is due to the feeling of threaten by the situations. Stress management plays a vital role in the success of an individual. The person must learn various skills to manage stress. These help them to remain calm and effective in high pressure situations. The stress management helps us to avoid the problems of long term and short-term stress. Stress leads to severe health problems. The individual should develop stress management techniques to reduce stress and achieve their personal and professional goals. Stress is any physical, chemical or emotional factor that causes bodily or mental unrest. Elimination of stress is unrealistic; but people can adopt various strategies to manage stress.

### **Meaning of Stress Management**

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

### **Definitions of Stress Management**

Hans Selye was one of the founding fathers of stress research. According to him stress is not necessarily something bad; it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental. He believed that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative

According to Richard S Lazarus, stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize.