

Biyani's Think Tank

***Concept based notes***

# **Personality Development & Human Skills**

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## **Preface**

I am glad to present this book, especially designed to serve the needs of the students. The book has been written keeping in mind the general weakness in understanding the fundamental concepts of the topics. The book is self-explanatory and adopts the “Teach Yourself” style. It is based on question-answer pattern. The language of book is quite easy and understandable based on scientific approach.

Any further improvement in the contents of the book by making corrections, omission and inclusion is keen to be achieved based on suggestions from the readers for which the author shall be obliged.

I acknowledge special thanks to Mr. Rajeev Biyani, *Chairman* & Dr. Sanjay Biyani, *Director (Acad.)* Biyani Group of Colleges, who are the backbones and main concept provider and also have been constant source of motivation throughout this endeavour. They played an active role in coordinating the various stages of this endeavour and spearheaded the publishing work.

I look forward to receiving valuable suggestions from professors of various educational institutions, other faculty members and students for improvement of the quality of the book. The reader may feel free to send in their comments and suggestions to the under mentioned address.

*Prity Birla*

## Syllabus

- Unit I Introduction :** Definition of Personality, perception and personality. Personality factors - factors of association. Leadership at home - friends - environment – educational factor – conditional – genetic – compulsory – spiritual – public relation facilities.
- Unit II Personality Formation Structure :** Mind mapping, competence mapping and 360° assessment and development, Types of persons : Extrovert, Introvert, Ambient person.
- Unit III Understanding Human Nature :** Basis of Human (i) Influence of Environment and Heredity, ((ii) Concept of Attitude, (iii) Concept of Self.
- Unit IV Effective Thinking :** Thinking Skills, Thinking Styles, Concept of Six thinking Hats.
- Unit V Individual Interaction and Skills :** Basis of Interaction Skills Personal and interpersonal, Intra Personal Skills- Concept, definition, meaning of skills types of skills, conceptual, supervising, technical, managerial and decision making skills. Group Influence on Interaction Skills.



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4	Effective Thinking
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## Chapter 1

# Personality

---

**"If everyone perceived everything the same way, things would be a lot simpler."**

**-Moorhead & Griffin-**

**Q.1 What is Personality? Discuss Personality Theories.**

**Ans** Personality represents a whole person. Individuals differ from each other on the basis of personality. Personality refers to the set of traits and behaviors that characterize an individual.

**According to Fred Luthans,** "Personality will mean how people affect others and how they understand and view themselves, as well as their pattern of inner and outer measurable traits and the person-situation interaction."

Thus, personality refers to the sum total of internal and external traits of an individual, which are relatively stable and which make the individual different from others.

The theories of Personality are many and most important of them are the following:

Type Theory

Trait Factor Theory

Psychoanalytic Theory

Social Learning Theory-

Humanistic Approach- Rogers Self Theory and Maslow's Self

Actualization Theory

**Type Theory** – According to type theories, people are grouped into identifiable. One basis for classifying personalities is the structure of the body. **Krestchmer and Sheldon** are credited with this classification. In type theories, a relationship was sought to be established between features of face or body and personality. Thus, a **short, plump** person was said to be **sociable, relaxed and even-tempered**; a **tall, thin** person was characterized as restrained, self-conscious, and fond of solitude; a **heavy-set muscular individual** was described as **noisy, callous and fond of physical activity**.

Although a person's physique may have some influence on personality, the relationship is more subtle than this sort of classification implied. Thus, classification of personalities on a physical basis is subjective. Type theories are simple and popular but carry no substance.

Another basis for classifying personalities is psychological factors. The **Swiss psychologist Carl Jung** credited for it. He basically divided personalities into **introverts and extroverts**. These terms are normally associated with an individual's sociability and interpersonal orientation. Extroverts are gregarious, sociable individuals, while introverts are shy, quiet, and retiring. Typing personalities on psychological factors into introverts and extroverts, though looks simple, serves not much of a purpose as many people fall between the two extremes.

Type theories are simple as they are based on physical attributes psychological factors for categorization of personalities. But the theories fail to reveal all complexities of a personality.

**Trait Factor/Trait Theory-** The theory classifies individuals on the basis of their traits. A trait is known as unique set of variables which differentiates one from another in a relatively permanent or consistent way. In our routine we use such terms like; friendly, helpful, shy, loud, smart, hard-hearted etc to define people. Therefore, a trait of an individual is abstracted from his behavior, and serves an useful 'unit of analysis' to understand personality. In many ways, the trait theory is a multiple model of the type theory. Rather than classifying person by just one feature, the trait theory classifies people's personality by a set of features. Trait



theorists assume that a personality can be described by its position on a number of continuous dimensions or scales, each of which represents a trait. Two major Theorists named Cattell and Allport contributed in a trait theory. Cattell selected 171 words that can be used to describe personality. Using factor analytic approach he has classified two categories of trait (a) Surface Trait (b) Source Trait.

**Surface Trait** include wise-foolish, affectionate-cold, sociable-exclusive, honest-dishonest etc. **Source Trait** includes maturity of mind, judgmental analyzing and understanding people and situation.

Allport identified six categories of values – **social, religious, political, economic, theoretical and aesthetic**. Apart from these Allport also made use of some unique traits viz cordial, central or secondary. In this way, theorist recognizes the complexity of human personality.

Trait theory is an improvement over the type theories. The type theories unrealistically attempt to place personality into discrete, discontinuous categories. The trait theory also has contributed to personality ratings and factor analysis techniques in behavioral science.

However, there are several problems with trait approach also. A major objection to trait theories is that they are very descriptive rather than analytical.

**Psychoanalytic Theory**- This theory owes its origins to Sigmund **Freud**. Added to him various other psychologists contributed to the development of the theory. These psychologists include Carl jung, Alfred Adler, Karen Horney and Ehc Fromni.

Freud Saw personality as being composed of three elements- **Id, Ego and Super Ego**.

- I. The Id- The word Id is Latin word and stands for it. It is basically innate component of personality. The id is the mental agency containing everything inherited, present at birth, and fixed in the individual's constitution. It is raw, animalistic, unorganized, knows no laws, obeys no rules, and remains basic to the individual throughout life.



- II. The Ego- Mental images do not satisfy needs. The hungry man cannot satisfy his hunger by eating image. Reality must be considered. This is the role of the ego. The ego develops out of the id because of the necessity for dealing with the real world. The hungry man must have food if the tension of hunger is to be reduced.
- III. The Superego - The Superego, the third part of the personality, represents the internalized representation of the values and morals of society as taught to the child by parents and others. The super ego judge whether an action is right or wrong according to the standards of society.

#### **Evaluation of Theory:**

The psychoanalytic theory is an improvement over the trait theories. Trait theories try to find the stable dimensions of personality by studying groups of people and much of their data is obtained from self reports -what the individual says about himself or herself. In contrast, psychoanalytic theory is based on the in-depth study of individual personalities.

**Social Learning Theory** - It focuses on the change of behavior through learning from several sources. In this theory a situation is regarded as an important determinant of behavior. A Person's action in a given situation depends upon the followings.

- The specific characteristics of a situation,
- The individual understandings of the situation, and
- The past behavior in similar situations or observations of others in similar situations.

#### **Evaluation of Theory:**

Unlike the trait and psychoanalytic theories on personality, the social learning theory regards situation as an important variable in determining human behavior. Trait theories assume that personality is consistent so that a person can be characterized according to enduring traits. In other words, behavior of an individual will be the same irrespective of environmental conditions. However, this assumption may not be correct. After all, actions of the individuals should be in accordance with the demands of the situation.

Social Learning theorists have been criticized for over-emphasizing the importance of situational factors in behavior to the neglect of individual differences.

### **The Humanistic Approach**

The humanistic approach to the study of personality includes a number of theories which, although different in some respects, share a common emphasis on man's potential for self-direction and freedom of choice. They are concerned with the 'self' and the individual's subjective experiences. The theories stress a man's positive nature-his push towards growth and self-actualization. Their emphasis is also on the 'here and now' rather than on events in early childhood that may have shaped the individual's personality. **Carl Rogers** and **Abraham Maslow** are credited with the humanistic theory of personality.

#### **Rogers self Theory-**

According to Rogers, behavior depends on how an individual perceives the world, that is, behavior is the result of immediate events as they are actually perceived and interpreted by the individual. Roger's ideas of human nature, like Freud's, grew of his experiences in working with emotionally disturbed people. On the basis of his clinical experience, Rogers has concluded that the core of the human nature is essentially purposive, forward-moving, constructive, realistic, and quite trustworthy. He regards the person as an active force of energy, oriented towards future goals and self-directed purpose rather than a creature pushed and pulled by forces beyond his control.

Therefore, basic to Roger's personality theory are two concepts; self and self-actualization. The self consist of all the ideas, perceptions, and values that characterize 'one' or 'me'; it includes the awareness 'what I am' and 'what I can do'. Self-concept denotes the individual's conception of the person he is. The self-concept is one's image of oneself. The perceived self( self-concept) influences both the person's perception of the world and his own behavior.

#### **Maslow's Self-Actualization Theory**

Abraham Maslow is regarded as the spiritual father of humanism is American psychology. The humanistic psychology of Maslow is also contributed by other thinkers. The humanist psychology of Maslow, on the other hand, presents man as self-actualizers. By self-actualization, Maslow meant the development of full individuality in harmony with all parts of the personality. Maslow's humanistic

psychology is steeped in European Existential philosophy. Existential philosophy is concerned with the man as an individual and each person alone is responsible for his own existence. Contrary to popular belief, he is never static. He is always in the process of becoming something different. He tries to use his potential to become a useful member of society, and to lead a truly authentic and fruitful life. This drive of man which is inherent in him is called self-actualization.

Thus, central to the humanistic approach are the following concepts:

- (i) An individual is an integrated whole,
- (ii) Animal research is irrelevant to human behavior
- (iii) Human nature is essentially good,
- (iv) Man has creative potential, and
- (v) Psychological health of man is most important.

**Q.2 What is Perception and perception process?**

**Ans** In a simpler sense, Perception is understood as the act of seeing what is there to be seen. But what is seen is influenced by the individual, the object, and the situation.

“The study of perception is concerned with identifying the processes through which we interpret and organize sensory information to produce our conscious experience of objects and object relationship.”

Perception has implications in such areas as employee selection, training, performance evaluation, testing one’s loyalty to the organization, and in deciding on appropriate managerial practices based on Theory X and Theory Y assumptions (Mc Gregor’s theory of motivation).

**Perception Process-** Perception process comprises five important stages; receiving, selecting, organizing, interpreting, and reacting to the stimuli.

**Q.3 What are the major factors, which shape the personality of an individual?**

**Ans**

Following are the major factors which shapes the personality of an individual:

- **Biological Factors**
- **Family and Group Factors**

- **Situational Factors**
- **Environmental Factors**
- **Psychological Factors**
- **Other Factors**

**Biological Factors** - In a personality, biological characteristics contributes in a great to determine an individual's personality. These factors mainly comprises of Heredity or Genetics, Brain, Physical Features, Physical Abilities and Gender.

**Family and Group Factors-** In shaping an individual's personality family and Group factors also plays vital role. These are the primary factors which shape the personality. There could be find great degree of attitude feelings values and emotions resemblance in people according to their family member and the group they consider closely and ideally. The sub factors like; home environment, family members, family situation, social groups are major to play role in shaping personality.

**Environmental Factors-** - In an individual's personality, Environmental factors contributes in a great extent. These factors comprise of Culture, subculture, life experiences one has collected. Every Culture has its own subcultures, each with it own views about such qualities as moral values and standards, cleanliness, style of dress, and definitions of success. The cultural sub-group exerts its influence on personality. All boys are expected to show certain personality traits (as compared with girls), but it is considered natural in any culture for boys and girls to have predictable differences in personality merely because they belong to or the other sex.

**Situational/ Contingency Factors-** Above all the factors we discussed so far, it's a situation which going to decide how ,why and in what manner a person is going to behave or one's personality could be . Therefore, it's the contingency which plays vital role in determining one's behavior. Like; in a normal situation every individual behave or show similar personality but if situation is adverse individuals show different set of behaviors. And, in this we can find sometime the hidden personalities or split personalities also.

**Psychological Factors-** As suggested and discussed by lots of theorists time to time psychological factors like super ego , attitudes , ability to perform, self

esteem, locus of control plays vital role. In shaping a personality, psychology of an individual plays very important role. Because considering all other factors it's a human psychology only which is going to perform, decides one's behavior and accordingly shapes the personality.

**Other Factors-** Apart from these major factors like; biological, family and group, environmental considerations, situation etc there are other factors which play vital role in shaping personality. The hidden factors sometimes could be any determines the personality. The motives of a person also plays vital role as determinant of personality.

**Q.4 Discuss Personality types and traits.**

Or

**"People are similar yet they are different." comment.**

**Ans** There are major five dimensions of personality include **extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience.**

**Extroversion** reflects a person's comfort level with relationships, Extroverts are sociable, talkative, assertive, and open to establishing new relationships, Introverts are less sociable, less talkative, less assertive, and more reluctant to begin relationships.

**Agreeableness** refers to a person's ability to get along to get along with others. Highly agreeable people value harmony more than they value having their say or their way. These people are cooperative and trusting.

**Conscientiousness** refers to the number of goals that a person focuses on. A highly conscientious person focuses on relatively few goals at one time. He or she is likely to be organized, systematic, careful, thorough, responsible, self-disciplined, and achievement-oriented. A person with a low conscientious nature tends to focus on a higher number of goals at one time and the individual is more disorganized, Careless, and irresponsible, as well as less thorough and self disciplined.

**Emotional Stability** focuses on an individual's ability to cope with stress. The individual with positive emotional stability tends to be calm, enthusiastic, and



secure. A person with low emotional stability tends to be nervous, depressed, and insecure.

**Openness** addresses one's range of interests. Extremely open people are novel and innovative. They are willing to listen to new ideas and to change their own ideas, beliefs, and attitudes in response to new information. On the other hand, people with low levels of openness tend to be less receptive to new ideas and less willing to change their minds. They also tend to have fewer and narrow interests and be less curious and creative.

### MYERS-BRIGGS TYPE INDICATOR

During the 1920, the Swiss psychologist Carl Jung proposed a personality theory that, as stated in Personality Theory, identifies the way people prefer to perceive their environment. Twenty years later, the mother and daughter team of Katherine Briggs and Isable Briggs-Myers developed the Myers-Briggs Type Indicator (MBTI), a personality test that measures each of the traits of Jung's model. On the basis of the test people are classified into four characteristics and 16 personality types.

Four Characteristics:

- (i) Extroverts or Introverts
- (ii) Sensitive or Intuitive
- (iii) Thinking or Feeling
- (iv) Perceiving or Judging

These classifications can be combined into 16 personality types shown:

- |                        |     |                    |
|------------------------|-----|--------------------|
| 1) Reserved            | vs. | Outgoing           |
| 2) Less intelligent    | vs. | More intelligent   |
| 3) Affected by feeling | vs. | Emotionally stable |
| 4) Submissive          | vs. | Dominant           |
| 5) Serious             | vs. | Happy go lucky     |
| 6) Expedient           | vs. | Conscientious      |
| 7) Timid               | vs. | Venturesome        |
| 8) Tough-minded        | vs. | Sensitive          |
| 9) Trusting            | vs. | Suspicious         |

10)	Practical	vs.	Imaginative
11)	Forthright	vs.	Shrewd
12)	Self assured	vs.	Apprehensive
13)	Conservative	vs.	Experimenting
14)	Group Dependent	vs.	Self-sufficient
15)	Uncontrolled	vs.	Controlled
16)	Relaxed	vs.	Tense

**Q.5 What are the various stages in the life of a person relevant for personality development?**

**Or**

**Discuss the different stages of personality development.**

**How personality develops from its infant to the grown up stage is an interesting and useful study. Physiologists have come up with different stages in the development of personality.**

**Ans Freudian Stages-**

Sigmund Freud was a pioneering stage theorist. Although the analysis of stages of development can be traced as far back as the ancient Greeks, it was Freud who first formulated a meaningful stage theory. He was the first psychologist to believe that childhood events might have a bearing on adult behavior and consciousness. Freud theorized that there are four universal stage of psychological development which are; Oral, Anal, Phallic, Genital.

**Erikson's Stages-**

Erik Erikson gave a new dimension to the development of personality which, he claimed, was nothing more than a systematic extension of Freud's psychosexual development. Erikson felt that relatively more attention should be given to the social rather than the sexual adaptation of the individual. He presented that the social problems encountered in the course of development were more important stages in which the child faces a wider range of human relationships as he grew up. Erikson presented total eight stages of an individual's development which



are Infancy, early Childhood, play age, school age, puberty and adolescence, young adulthood, middle adulthood, late adulthood.

### **Cognitive Stages**

**Jean Piaget**, a Swiss psychologist, is credited with the 'cognitive' or conscious stages of personality development. For Piaget, it is the 'conscious' instincts which are important variables in the development of personality. Being a lover of children, Piaget spent most of his life observing children in order to understand when and how they developed their reasoning abilities. He identified four stages of personality development which are Sensorymotor, Preoperational, Concrete operational, formal operational.

### **Immaturity of Maturity**

**Professor Chris Argyris** of Harvard had identified specific dimensions of the human personality as it develops; He proposes that the human personality, rather than going through distinct stages, progresses along a continuum from infancy to maturity as an adult. However, at any stage, people can have their degree of development plotted according to the seven dimensions.

#### **Characteristics of Immaturity**

Passivity  
Dependence  
Limited Behavior  
Shallow interests'  
Short-time perspective  
Subordinate position  
Lack of self-awareness

#### **Characteristics of maturity**

Activity  
Independence  
Diverse Behavior  
Deep interests  
Long-time perspective  
Super ordinate position  
Self awareness and control

Argyris argues that healthy individuals tend to move from immaturity to maturity, According to him, such people will display the behaviors of maturity while unhealthy people tend to demonstrate childlike, immature behaviors. This

immaturity-maturity model of personality is specifically directed to the study and analysis of Organizational Behavior.



## Multiple Choice Questions

**1) Amongst the given statements which one is true?**

- Personality is how you see the world around us.
- Personality is set of unique characteristics that make an individual different from others.
- Personality refers to the internal and external environmental factors which are relatively volatile and make an individual different from others.
- Personality is self actualization, esteem and ego.

**2) According to Catell , using factor analytic approach traits classified into:**

- (i) Source & Surface Trait
- (ii) Superior & Subordinate Trait
- (iii) Secure & Survival Trait
- (iv) Serve & Save Trait

**3) Sigmund Freud saw personality as being composed of:**

- (i) Self respect ,Ego, Superego
- (ii) Id, Self esteem, Ego
- (iii) Id, Ego, Self Respect
- (iv) Id, Ego , Superego

**4) Humanistic approach of personality study has two approach.**

- (i) Victor-vroom's theory of Maslow's Self Actualization theory
- (ii) Roger's Self theory & Expectancy theory
- (iii) Roger's Self theory & Social Learning Theory
- (iv) Roger's Self Theory & Maslow's Self Actualization Theory

**5) Perception process comprises of five important stages:**

- (i) Receiving, Analyzing, Setting, Understanding & Feedback
- (ii) Receiving, Editing, Setting, Understanding & Feedback
- (iii) Receiving, Selecting, Organizing, Interpreting & Reacting to Stimuli
- (iv) Receiving, Decoding, Encoding, Interpreting & Reacting to Stimuli

**6) According to Myers-Briggs Type indicator complete the following**

(Hint: The classification of 16 personality types)

- (i) Reserved Vs
- (ii) Less Intelligent Vs
- (iii) Serious Vs
- (iv) Timid Vs

**7) Complete the following:**

(Hint: Immaturity to Maturity Continuum by Prof. Chris Aryris)

Immaturity   maturity

Passivity  
Dependence  
Limited Behavior  
Shallow Interests'

**8) Type theory of personality classifies on the basis of**

- (i) Structure of body
- (ii) Structure of heredity
- (iii) Structure of mind
- (iv) Structure of Genes

**9) Which of the following is false?**

(Hint: Central assumptions of the humanistic approach)

- (i) An individual is an interrelated whole.
- (ii) Animal research is irrelevant to human behavior
- (iii) Human nature is essentially good.
- (iv) Man has creative potential.

**10) Pick true out of the following.**

- (i) Personality means how people create others.
- (ii) Personality refers to the sum total of internal and external traits of an individual different from others.
- (iii) Perception has implications in such areas managerial planning, organizing, directing, controlling.
- (iv) Biological factors mainly comprise of home environmental, family members, family members, social groups.

**Answer key:**

1 (b), 2(i), 3(iv), 4(iv), 5(iii),

6) (i) outgoing (ii) More important (iii) Happy to lucky (iv) Venture more

7) (i) Activity (ii) Independence (iii) Diverse Behavior (iv) Deep Interests

8) (i) 9) (i) 10) (i)

**Exercise-I**

What : Group exercise.

Why : This exercise will help students appreciate how Perceptions of individuals vary though the object remains the same.

How : faculty will divide the class into groups of students according to the numbers. Each group will be assigned a specific news channel.

Watch any of the following popular channels.

- Star news
- Aaj tak
- NDTV
- CNBC – aawaz
- Zee news

Each person should have paper and pencil handy. As per instructions watch the channel and note down the examples of individual personality, personality traits, and other relevant to concept and aspects of personality. After watching, spend some time comparing notes. Further the groups will be presenting their collected views about the personalities.

## CASE - I

Abha Soni has just graduated from the college of Business administration at Rajasthan University and has joined her family's small business, which employs 25 semiskilled workers. During the first week on the job, her dad called her and said: "Abha I've had a chance to observe you working with the men and women for the past two days and, although I hate to, I feel I must say something. You are just too nice to people. I know they taught you that human behavior stuff at the university, but it just doesn't work here. I remember when we discussed the personality when I was in college and everybody at the university seemed excited about them, but believe me. There is more to managing people than just being nice to them."

### QUESTIONS FROM THE CASE

- 1) How would you react to your father's comments if you were Abha?
- 2) Do you think Abha's father understood and interpreted the Personality correctly?
- 3) What phases of management do you think Abha's father has gone through in the family business? Do you think he understands the significance of recent trends in the environment and how the new environment will affect his business?
- 4) How would you explain to your father the new perspective that is needed and how the study of Personality Development and Human Skills will help the business be successful in the new era?
- 5) Give the appropriate title to the case.

(Source: Page no.29, Fred Luthans, Organisational Behaviour, 11<sup>th</sup> Edition, Mc Graw Hill Himalaya edition.)

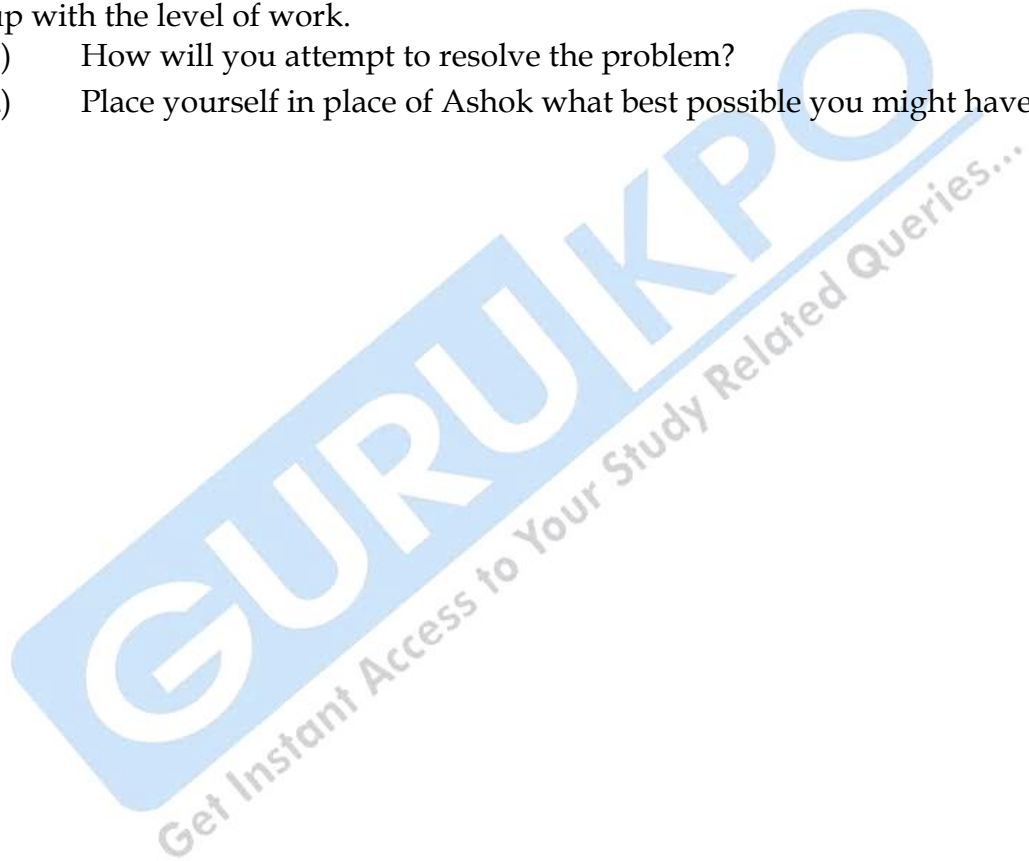
**Disclaimer: The name and other details of the case have been modified according to the requirement. Faculty apologizes for the same.**

## CASE - II

### FAMILY'S SITUATION

Ashok has been accountant with you for the last six years. Currently he is facing a period of domestic problems; His wife had a second baby a month ago and is now having to return to hospital for a minor operation. His elder daughter has contracted chicken pox. Consequently, Ashok has had a long period of irregular work. Although sympathetic to his problems, you are facing staff shortage at an extremely busy time of year and other staff has been staying at work late to keep up with the level of work.

- 1) How will you attempt to resolve the problem?
- 2) Place yourself in place of Ashok what best possible you might have done?





## Chapter 2

# Personality Formation Structure

---

**Q.1 What is Mind Mapping?**

**Ans** It is a graphical representation of things. What's there in one's mind, falls in which rung of ladder, it shows the same by graphical representation. The

**Q.2 What is Competency Mapping?**

**Ans** It is one of the evaluation technique of HR. Competency Mapping is the process of identifying major or key competencies. It can be done upon an organization or job or a person. By doing this testing the core competencies are identified and afterwards what further improvement is required takes place through training & development.

**Q.3 Discuss 360-degree assessment and development.**

**Ans** The 360-degree assessment or feedback is basically HR Performance Appraisal technique. It can be understood as systematic collection of performance data on an individual or group, derived from a number of stakeholders (immediate supervisors, team members, customers, peers, and self. In fact, anyone who has useful information on 'how an employee does the job' may be one of the appraisers.

The 360-degree appraisal provides a broader perspective about an employee's performance. In addition, the technique facilitates greater self-development of the employees. For one's development, multi-source feedback is highly useful. 360-degree appraisal provides formalized communication links between an employee and his/her customers. The technique is particularly helpful in assessing soft skills possessed by employees. By design, the 360-degree appraisal is effective in identifying and measuring interpersonal skills, customer satisfaction and team -building skills.

## Multiple Choice Questions

- 1) **Mind Mapping is a**
  - i) Graphical presentation of things.
  - ii) Historical collection of data.
  - iii) Mental presentation of things.
  - iv) Mathematical calculation of mental ability.
- 2) **Competency Mapping is one of the evaluation technique of**
  - i) HRM (Human Resources Management).
  - ii) OB (Organizational Behavior).
  - iii) QT (Quantitative Techniques).
  - iv) POM (Production & Operational Management)
- 3) **360-degree assessment and development is basically**
  - i) HR performance Appraisal technique.
  - ii) Training & Development technique.
  - iii) Recruitment & Selection Process.
  - iv) Calculative Assessment.
- 4) **Less conscientious nature of person tends to focus on a**
  - i) Lesser number of goals at a time.
  - ii) Higher number of goals at one time.
  - iii) Moderate goals at a time.
  - iv) Priority goals at one time.
- 5) **Extroverts are .....**
  - i) Sociable ,talkative, assertive and open to establish new relationships
  - ii) Less sociable, less talkative, less assertive and more reluctant to begin relations.
  - iii) Less through & self disciplined.
  - iv) More disorganized, careless and irresponsible.
- 6) **Agreeableness refers to a person's ability....**
  - i) To get along with others.

- ii) To get along with own self.
  - iii) To get along with stimuli.
  - iv) To get along with contingency.
- 7) Emotional Stability focuses on an individual's ability to cope with**
- i) Stress
  - ii) Situation
  - iii) Superior
  - iv) Subordinate
- 8) Openness addresses one's range of**
- i) Interests
  - ii) Enthusiasm
  - iii) Ability
  - iv) Impact
- 9) Introversion reflects .....**
- i) Less sociable, less talkative, less assertive and more reluctant to relationships
  - ii) Sociable, talkative, assertive, open to establishing new ideas.
  - iii) Less through & self disciplined.
  - iv) More disorganized, careless and irresponsible.
- 10) Conscientiousness refers to the number of goals that a**
- i) Person focuses on
  - ii) Person achieves
  - iii) Person dreams
  - iv) Person attempts

## Case-III

For Years, Lahoti Company had an ineffective performance management system that was excessively time consuming and inspired little confidence among employees or managers. In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the company's new focus on project teams. For this realignment into project teams to be successful, managers were required to demonstrate specific competencies in both team leadership and project management, as well as remain accountable for the financial and operating results of projects.

Realizing that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom-designed 360-degree feedback system developed that provided managers with feedback from those most directly affected by a their performance; their subordinates, peers and customers. The system provides ratings on several critical core competencies and is administered entirely online via the company internet. The system provides ratings on several critical core competencies and is administered entirely online via the company internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Lahotis to provide performance feedback in tandem with the organization's strategic objectives; is far more efficient than the previous paper driven system; and perhaps, most importantly has restored employee faith in the company's performance feedback system.

- 1) How can 360-degree feedback mechanism help Lahoti Company revamp its performance management?
- 2) Apply the title to the case.

## Chapter 3

# Understanding Human Nature

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**Q.1** Discuss the different bases for understanding human nature.

**Ans**

Human being as discussed earlier is the most important asset of an organization as it plays vital role to achieve all determined goals of an organization. The basic motive behind understanding human nature is to derive individual in a way so that they can contribute optimal in achieving organizational goal. There should be the balance between the person's contributions in the sense of efforts , productivity, organizational loyalty, etc match the inducements like pay, other benefits, job security , etc. the organization offers.

All the resources like, money, machinery, material and finally manpower are managed by human being only. So, they play the crucial role from top to bottom of organization. Human power is the most powerful resource of every organization. After the success and failure of every organization the one among all other important factor is human resources. So, understanding human resources, their nature is equally important.

Following are some bases to understand human nature.

### **Influence of Environment and heredity-**

For a person how he or she will be in personality terms, highly depend upon the environment he or she is born and brought up. Environment comprises of lots of other factors such as culture which influences norms, attitudes, and values that are passed along from one generation to the next and creates consistencies over time. For example, most cultures expect different behaviors from males and females. Sex roles may vary from culture to culture, but it is considered natural in any culture for boys and girls to have predictable differences in personality merely because they belong to one or the other sex. Every culture has its own subcultures, each with it won views about such qualities as moral values and

standards, cleanliness, style of dress, and definitions of success. The cultural sub-group exerts its influence on personality.

Heredity, Heredity in the development of personality is an old argument of personality theory. Heredity refers to those factors that were determined at conception. Physical stature, facial attractiveness, sex, temperament, muscle composition and reflexes, energy level. The role of heredity on personality development is still an unsettled area of understanding. But then too, the role of heredity on understanding human nature and personality development cannot be totally minimized.

### **Attitudes-**

Managers should be interested in their employees' attitudes because attitudes influence behavior. Satisfied employees, for instance, have lower rates of turnover and absenteeism than dissatisfied employees. Given that managers want to keep resignations and absences down – Especially among their more productive employees- they will want to do things that will generate positive job attitudes.

Research on the satisfaction/ productivity relationship has important implications for managers. It suggests that the goal of making employees happy on the assumption that doing so will lead to high productivity is probably misdirected. Managers would get better results by directing their attention primarily to what will help employees become more productive. Successful job performance should then lead to feelings of accomplishment, increased pay, promotions, and other rewards- all desirable outcomes – which then lead to satisfaction with the job.

### **Concept of Self-**

How an individual sees him or herself i.e. self concept. The synonymous terminologies for the same are self Construction, self identity of self perspective. An individual's perception about any attributes like academics non academic, behavioral, smartness, racial, gender, sex etc. For Example if one has a notion or assessed about self is 'I am beautiful or hardworking' that is self concept whereas 'I am feeling sleepy' is not a self concept because it is a temporary state. The self concept does not stick to the present rather it could be for past selves and equally could be future selves too. The model of self concept comprises of three parts; self-esteem, stability and self efficacy.



## Multiple Choice Question

- 1) **Human being is the most important**
  - i) Asset of an organization
  - ii) liability of an organization
  - iii) Mission of an organization
  - iv) Disadvantage of an organization
- 2) **For an individual how he or she will be in personality term, highly depend upon the**
  - i) Environment he/she born and brought up.
  - ii) Technology he/she born and brought up.
  - iii) Era he/she born and brought up.
  - iv) Age he/she born and brought up.
- 3) **Environment comprises of lots of other factors such as;**
  - i) Culture, Subculture, attitude& value.
  - ii) Culture, Family, Friends.
  - iii) Culture, Subculture, Ideals.
  - iv) Culture
- 4) **Satisfied employees have .....than dissatisfied employees (fill the gap with appropriate option below)**
  - i) Lower rate of absenteeism
  - ii) Higher rate of absenteeism
  - iii) Moderate rate of absenteeism
  - iv) Average rate of absenteeism
- 5) **Attitude influences**
  - i) Behavior
  - ii) Attire
  - iii) Feelings
  - iii) Ambiguity
- 6) **The model of self concept comprises of three parts**
  - i) Self esteem, Stability and Self efficacy



- ii) Self respect, Security and Self efficacy
  - iii) Self-Actualization, Socialization and Self efficacy
  - iv) Sociability, Stability and Self efficacy
- 7) How an individual see him or herself i.e.....
- i) Self Concept
  - ii) Illusion
  - iii) Enhancement
  - iv) Estimation
- 8) Which one of the following is not the synonymous terminology for self concept?
- i) Self Construction
  - ii) Self Identity
  - iii) Self Perspective
  - iv) Self Enhancement
- 9) Which of the following is self concept not a temporary state?
- i) I am feeling sleepy.
  - ii) I am beautiful.
  - iii) I am hungry.
  - iv) I am looking beautiful.
- 10) Which of the following is a temporary state not a self concept?
- i) I am confident.
  - ii) I am beautiful.
  - iii) I am Energetic.
  - iv) I am feeling sleepy.

### Case- III

Sushma continued to drum her fingers on her desk. She had a real problem and wasn't sure what to do next. She had a lot of confidence in Mahendra, but she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution.

Sushma had been distribution manager for Lahoti Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. H.C. Lahoti had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background.

Sushma had hired Mahendra fresh out of prison six months ago. Sushma understood how Mahendra felt when he tried to explain his past and asked for another chance. Sushma decided to give him that chance just as had given her one. Mahendra eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew.

Everything was going well, however when another dock worker reported his wallet missing. She confronted Mahendra about this and was reassured when Mahendra understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later.

The event of last week, however, had caused serious trouble. First, a new personnel clerk had come across records about Mahendra's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give ex-convicts like Mahendra a chance. The next day, someone in bookkeeping discovered some money missing from petty cash. Another worker claimed to have seen Mahendra in the area around the office strongbox, which was open during working hours during that same day.

Most people assumed Mahendra was the thief. Even the worker whose wallet had been misplaced suggested that perhaps Mahendra had indeed stolen it but had returned it when questioned. Several employees had approached Sushma and requested that Mahendra be fired. Meanwhile, when Sushma had discussed the problem with Mahendra, and he had been defensive and said little about the petty-cash situation other than to deny stealing the money.

To her dismay, Sushma found that rethinking the story did little to solve his problem. Should she fire Mahendra? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Sushma feared that if she did not fire Mahendra, she would lose everyone's trust and that some people might even begin to question her own motives.

- 1) According to you what should be the title of the case?
- 2) Explain the events in the case in terms of perception and attitudes. Does personality play a role?
- 3) What should Sushma do? Should she fire Mahendra or give him another chance?



## Chapter 4

# Effective Thinking

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**“Thinking is more interesting than knowing, but less interesting than looking” - Johann Wolfgang von Goethe-**

**Q.1 Discuss Thinking Skills and styles.**

**Ans** Individuals think and reason before they act. Thus, an understanding of how people think can be helpful if we are to explain and predict their behavior. It is said that a normal human being encounter approx eight hundred per minute. Behavior, listening, personality these all factors basically are shaped by thinking. If one can match up the opposite's thinking styles, level, skills, the problem in communication omits. One can avoid miscommunication by understanding people, establishing rapport, knowing the anti-patterns, wearing different color thinking hats.

### **Thinking Skills-**

Thinking skills are basically of two type i.e. Critical thinking and creative thinking.

Critical thinking skills are skills of evaluating, analyzing and judging the things, an idea, person or situation etc .It can be proven as valuable tool if one possess these skills. In today's to cope with competitive environment, to move ahead and keep up with one must possess these skills

Creative thinking skills are skills of innovation, initiation, enthusiasm, giving the new look and imagination to existing thing. To get new one has to break boundaries, can think beyond and come up with new things and ideas.

### **Five Thinking Styles**

According to Bramson, the five thinking styles are:

- Synthesists – This kind of thinkers are the creative ones. They find everything opposite. Suppose, if you say 'night' they will say 'morning'. To get a better connectivity with these people is to listen them carefully and don't get in argue with them unnecessarily.
- Idealists – This kind of thinkers set lofty goals and standards. To match with them one has to associate own doing with the quality, goals and
- Pragmatist Thinkers – These are the thinkers with realistic views. To match with these people focus on short term goals rather than the long term ones and utilize resources available in best possible way to attain these goals.
- Analyst Thinkers – As the name suggests, these are the thinkers having analytical approach. So, match with these people one has to have logical plan with supportive resourceful data.
- Realist Thinkers – These are people believing on reality. Paper talks don't count them. They believe on what they experience in reality. To connect with these people one has to be person of few words. Just fix the problem, target it and show the solution in which they are interested. By doing this one can prove as an expert in their eyes.

**Q.2 Discuss the Concept of Six thinking Hats.**

**Ans**

The concept of six thinking hats has been developed by **Edward De bono** in his book "**Six Thinking Hats**". Basically, the concept depends on the colors of hats. The colors as being symbolic replica of one's thinking, attached with set of behaviors of personality.



**White Hat thinking**

This covers facts, figures, information needs and gaps. "I think we need some white hat thinking at this point..." means Lets drop the arguments and proposals, and look at the data base."

**Red Hat thinking**

This covers intuition, feelings and emotions. The red hat allows the thinker to put forward an intuition without any need to justify it. "Putting on my red hat, I think this is a terrible proposal." Usually feelings and intuition can only be introduced into a discussion if they are supported by logic. Usually the feeling is genuine but the logic is spurious. The red hat gives full permission to a thinker to put forward his or her feelings on the subject at the moment.

**Black Hat thinking**

This is the hat of judgment and caution. It is a most valuable hat. It is not in any sense an inferior or negative hat. The black hat is used to point out why a suggestion does not fit the facts, the available experience, the system in use, or the policy that is being followed. The black hat must always be logical.

**Yellow Hat thinking**

This is the logical positive. Why something will work and why it will offer benefits. It can be used in looking forward to the results of some proposed action, but can also be used to find something of value in what has already happened.

**Green Hat thinking**

This is the hat of creativity, alternatives, proposals, what is interesting, provocations and changes.





### **Blue Hat thinking**

This is the overview or process control hat. It looks not at the subject itself but at the 'thinking' about the subject. "Putting on my blue hat, I feel we should do some greener hat thinking at this point." In technical terms, the blue hat is concerned with meta-cognition.

(Source: Six Hat Thinking)

## **Multiple Choice Questions**

### **1) Individuals think and reason**

- i) Before they act.
- ii) Before they feel.
- iii) Before they realize.
- iv) Before they want.

### **2) People behavior according to the way they**

- i) Think
- ii) Write
- iii) Speak
- iv) Rehearse

### **3) One can avoid miscommunication by**

- i) Understanding people
- ii) Understanding own self
- iii) Understanding future
- iv) Understanding current affairs

### **4) Thinking skills are basically of two type**

- i) Critical & Creative Thinking
- ii) Cooperative & Coordinated Thinking
- iii) Current & Crucial Thinking



- iv) Critical & Crucial Thinking
- 5) Critical thinking skills are;**
  - i) Skills of evaluating, analyzing and judging the things.
  - ii) Skills of emphasizing, enrolling and editing.
  - iii) Skills of improving, isolating and editing.
  - iv) Skills of investing, emphasizing.
- 6) The concept of 6 thinking hats has been developed by**
  - i) Edward de Bono
  - ii) Edward de Benz
  - iii) Edwin B. Flippo
  - iv) Edward de Bono
- 7) The base of 6 thinking hats is on.**
  - i) Colors
  - ii) Terms
  - iii) Traits
  - iv) Typology
- 8) The white hat thinking covers**
  - i) Facts, figures, information, needs and gap
  - ii) Facts, frames, ideologies
  - iii) Facts, figures
  - iv) Findings, figures, information, needs and gaps
- 9) The Yellow hat thinking covers**
  - i) Logical
  - ii) Legal
  - iii) Real
  - iv) Imaginary
- 10) The Black Hat thinking covers**
  - i) Judgment and Caution
  - ii) Process Control Hat
  - iii) Mega-Cognition
  - iv) Intuition, feelings and emotions

## Chapter 5

# Individual Interaction and Skills

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**Q.1** What are the different bases of Interaction skills? Discuss.

**Ans** **Interpersonal skills-** As the name suggests these skills basically help in interacting with others (either individual or group). An interpersonal skill not only focuses on the better communication rather focuses on effective listening, problem solving, confidence, ability to influence people, emotional intelligence, personal stress and anger management. In a nutshell, combination of all is required to make communication better and known as interpersonal skills.

**Personal skills-** As the name suggests, these are the individual's ability. These are very important skills one should possess as an individual. Some of the personal skills are designing/making, singing, art, communication, reading a map etc. Likewise some of the personal qualities are calm, confident, punctual, and responsible.

**Intrapersonal Skills-** The prefix of the word intrapersonal i.e. intra means within a single entity. So, intrapersonal skills are those which exercise within one. These are the skills of thinking and imagination.

These skills are the means of understanding behavior, human relations and performance, personality, stress , learning , perception , attitudes, self-concept, values and ethics, time and career management

**Q.2** Define Skills. Discuss different types of skills.

**Ans**

Skills are abilities to perform better in a given situation. It is one's response towards the contingency. Following are different types of skills.

- Conceptual
- Supervising/Supervisory
- Technical

- Managerial
- Decision making

**Conceptual Skills-** Conceptual skills are most important at the top level of management. These skills provide dimensions to the managers to see the organization, vision, mission, objective of an organization, the departments their working. With these skills manager can bridge the gap between future and present or between the planned and done.

**Supervising/Supervisory Skills-** A supervisor is usually someone in the organization who is more experienced and in a higher-level position and sponsors or supports another employee. A supervisor can teach, guide, and encourage. Some organizations have formal supervising programs, but even if some organization does not, supervising should be an important skill for one to develop.

**Technical Skills** -These abilities are based on specialized knowledge or expertise, For top level managers, these abilities tend to be related to knowledge of the industry and a general understanding of the organization's processes and product. For middle and lower-level of managers, they are related to the specialized knowledge required in the areas with which they work- finance, human resources, information technology, manufacturing , computer systems, law, marketing , and the like.

**Managerial Skills-** These skills are comprises of conceptual skills, supervisory skills and human skills viz discussed above.

**Decisional making skills-** These skills are very important aspect of leadership skills. Decisions are very crucial for an organization. There will be always two aspects associated with decision making; if got right it can click. But if get wrong it will flick but one has to calculated risk by analyzing all other factors associated with it.

## Multiple Choice Questions

1) **Skills are abilities to perform better**

- i) In a given situation
- ii) In a given curriculum
- iii) In agiven clauses
- iv) In a given way

2) **Which of the following is not types of skills;**

- i) Conceptual
- ii) Supervisory/Supervising
- iii) Decision Making
- iv) Cool & Calm

3) **A supervisor basically**

- i) Teach, guide and encourage
- ii) Train, guide and discourage
- iii) Take, make and break
- iv) Tell, listen and take feedback

4) **Decision Making is very important aspect of**

- i) Leadership
- ii) Planning
- iii) Organizing
- iv) Directing

5) **Complete the following sentence;**

**"One has to take..... by analyzing all other factors associated with it"**

- i) Calculated risk
- ii) Calculated margin
- iii) Calculated variance
- iv) Calculated planning

6) **The prefix of the word intrapersonal i.e. intra means;**

- i) Within a single entity
- ii) Within a double entity
- iii) Within a multiple entity
- iv) Within a triplett entity

**7) Intrapersonal skills are the skills of**

- i) Thinking & Imagination
- ii) Clarity & Voice
- iii) Pitch & level of voice
- iv) Reality & Conclusion

**8) Individual skills are the means of understanding**

- i) Behavior, human relations & performance, personality, stress, learning, perception, attributes etc.
- ii) Ego, id, super ego
- iii) Activity, passivity & reality
- iv) Career heights

## Key terms

- **Personality**  
It refers to the attributes of an individual which make him or her different from others.
- **Human skills**  
Human skills involve the ability to work well with other people both individually and in group.
- **Perception**  
How we see the world around us.
- **Association**  
In the context of this subject association stands for groups of individuals who voluntarily enter into an agreement to accomplish a purpose.
- **Leadership**  
It is the ability to influence a group toward the achievement of goals.
- **Genetic**  
It is a field of biology that deals with heredity. It studies the likeness and difference between a parent and its offspring due to genes and the environment.
- **Spiritual**  
Spiritual means an inner path enabling a person to discover the essence of his/her being.
- **Public Relation(PR)**  
PR is the practice of managing the flow of information between an individual or an organization and the public.
- **360-degree Assessment**  
A HR performance appraisal technique & is the practice of managing the flow of information between an individual or an organization and the public.



- **Mind Mapping**

It is a graphical representation of things. What's there in one's mind, falls in which rung of ladder, it shows the same by graphical representation. It is a tool of visual thinking for better analysis, comprehend and synthesize.

- **Extrovert**

An extrovert is a person who is energized by being around other people. This is the opposite of an introvert who is energized by being alone.

- **Introvert**

An introvert is a person who is energized by being alone and whose energy is drained by being around other people.

- **Ambient**

Ambient is term used to denote natural or normal condition.

- **Attitude**

Attitude is someone's disposition or beliefs and how one act on them. People tend to have either positive or negative attitudes relating to things like work or relationships.

- **Interpersonal Skills**

Interpersonal skills are skills needed to communicate, interact and get along with other people. Those with this kind of skills can interpret other people and are always aware how their behavior impacts them.

- **Intrapersonal Skills**

Intrapersonal skills are those skills and communications that occur within a person's own mind, and are not to be confused with interpersonal skills, which refer to interactions with other people or personalities.

- **Conceptual Skills**

Conceptual skills are the ability of a manager to visualize the organization as a whole, discern interrelationships and understand how the organization fits into the society.

- **Decision Making Skills**

One of the most crucial qualities of a good manager is the ability to make decisions. In the course of a day, a manager needs to make several decisions at their own for the company purpose.

- **Psychology**

Psychology is the study of the mind. It can have to do with the feelings, thoughts, behaviors, actions, mental stages or mental nature.

- **Heredity**

Heredity is the passing of traits to offspring (from its parent or ancestors).

- **Emotional Quotient**

Emotional Quotient, much like an intelligence quotient, or IQ, an EQ is said to be a measure of a person's emotional intelligence. However, there is much debate surrounding the legitimacy of a definition of emotional intelligence quotient, primarily because there is no standard against which it can be measured.

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## Suggested Readings

- |                                 |   |   |
|---------------------------------|---|---|
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| 2. L.M. Prasad-                 | - | Organizational Behavior   |
| 3. S.P. Robbins                 | - | Organizational Behavior   |
| 4. Gos P &K. Ghorpade M.B.      | - | Industrial Psychology<br>Himalaya Mumbai,1999   |
| 5. Shiv Khera                   | - | You Can Win   |
| 6. Pramod Batra                 | - | Management Thought  |
| 7. Newstrom J. Keith D.         | - | Organizational Behavior (TMH, New Delhi)  |
| 8. P.G. Aquians                 | - | Organizational Behavior (Excel Books Delhi)   |
| 9. Stephen Covey                | - | 8 Habits  |
| 10. Stephen Covey               | - | 7 Habits of Highly Effective People, 3 Basic<br>Managerial Skills for all. (Prentice Hall of India) |

### **Reference Books:**

- 1) How to influence People and Win friends  
Dale Carnegie
- 2) You can Succeed Volume I & II  
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