Unit: 1 Introduction

Answer the following. (1 mark)

1. Define behaviour.
   Behaviour is defined as a ‘stimulus – response – dyad, which means that at a given point of time, under given circumstances, a particular stimulus causes a particular response.

2. What determines behaviour?
   Behaviour is determined by attitude, personality, perception, motivation, abilities, self-concept, and socio-cultural set up, reference group, needs and situation.

3. What is Attitude?
   Attitude is a cognitive and affective evaluation that predisposes a person to act in a certain way.

4. What is personality?
   Personality is the sum total of personal characteristics (physical and psychological) of a human being which affects behaviour.

5. What is perception?
   Perception is the unique way each person ‘sees’ and interprets things. Point of view is perception.

6. Why do managers need to have knowledge of behaviour?
   An understanding of causes of human behaviour, its nature and how manipulation of external factors can result in desired behaviour facilitate him in performing his different roles.

7. Define organizational behaviour.
   Some definitions of organizational behaviour are given below:

   ➢ **According to Davis and New storm:** “Organisational behaviour is the study and application of knowledge about how people act within organizations. It is a human tool for human benefit”.

   ➢ **Fred Luthans Opines that** “Organization behaviour is directly concerned with the understanding, prediction and control of human behaviour in organisations”.


Stephen Robbins says that “It is a field of study that investigates the impact that individuals, groups and structure have on behaviour within organisations for the purpose of applying such knowledge, towards improving organisations effectiveness,” also, “Organizational behaviour is the systematic study of actions and attitudes that people exhibit within the organisation”.

Briefly answer the following. (2 marks)

1. Explain the meaning and concept of behaviour.

Behaviour is defined as a ‘stimulus – response – dyad, which means that at a given point of time, under given circumstances, a particular stimulus causes a particular response.

In other words behaviour is an outward physical expression of a particular state of mind i.e. what a person does. Thus, behaviour is an observable and measurable activity of human beings.

Behaviour is caused, motivated and goal oriented. It is often affected by subconscious motives or needs, that is, certain internal forces propel a person to behave. Behaviour is thus, the result of total effect of individual and situational variables.

Behaviour is therefore a person’s externally visible, measurable and perceptible action and performance.

2. List all the determinants of behaviour.


3. Explain the importance of attitude and perception in determination of behaviour.

Importance of Attitude: Attitude predisposes a person to act in a certain way. Behaviour is an outward expression of a particular attitude. Attitude results in
intended behaviour. Attitude influences behaviour. Example: An employee with an attitude ‘I like my job’ will behave enthusiastically and extend cooperation on the job.

**Importance of Perception:** Perception discriminates the understanding of one person from another. Different people attach different meaning to the same stimulus and these results in differences in behaviour. For example, a manager may not hire an old person because of his perception that an old person lacks flexibility as compared to a young worker. On the other hand another may hire an old person giving lots of importance to his experience.

4. **Explain the importance of personality, needs and situation in determination of behaviour.**

**Importance of Personality:** Personality is the sum total of personal characteristics (physical and psychological) of a human being which affects behaviour. Example – introverts are shy; extroverts happen to be outgoing; agreeable people tend to be cooperative and flexible; and conscientious person reflects thoroughness and dependability.

**Importance of Needs:** Individual’s needs determine behaviour. For example if a student wants to be successful in exams he will study hard.

**Importance of Situations:** Situation or external factors also affect behaviour. For example a student will behave differently in the principal’s office, in temple or in an employment interview.

5. **What is meant by individual differences?**

Individual Differences mean that each individual is different from others in several ways. One can find striking differences in traits like intelligence, physique, personality distinction etc. in different individuals.

6. **Why do managers need to understand the concept of individual differences?**

Each individual happens to be different from others in many ways. The differences in the behaviour of two individuals at a given moment of time can be interpreted in the
context of these two variables. If one can diagnose the effect of a particular variable, the desired behaviour can be had either with the provision of some variables or by tactful handling of the person.

7. **Briefly explain the meaning of organizational behavior.**

Organizational Behaviour is a distinct and eclectic field of study involving the integration of behavioral sciences (e.g. psychology, sociology, anthropology, etc.) into the study of people’s behaviour within the organization. It is primarily concerned with that aspect of human behaviour which is relevant for organizational performance. It studies human behaviour at individual level, group level and organizational level. It is an applied field. It applies the knowledge gained about individuals, groups and the effect of structure on behaviour in order to make organizations work more effectively.

It represents only the behavioral approach to management.

The study of people at work is generally referred to as the study of organizational behaviour.

8. **Briefly explain the concept of individual differences.**

Organizational behaviour is based on the concept that each individual is different from others in several ways. One can find striking differences in traits like intelligence, physique, personality distinction etc. in different individuals. The concept of individual differences says that management can get the greatest motivations among employees by treating them differently.

9. **Briefly explain the concept of whole man.**

Concept of whole man is based on the belief that any organization does not exclusively hire the skills of a person; instead a whole person with his social background, pride and prejudices is hired. Therefore, organizational behaviour emphasizes on development and growth of each employee into a better person.

10. **Briefly explain the concept of human dignity.**
This concept emphasizes that people are to be treated differently from other factors of production. It recognizes human dignity because people are of a higher order in the universe; they want to be treated with respect and dignity and should be treated this way. The concept of human dignity rejects the old idea of using employees as economic tools.

11. Briefly explain the concept of caused behaviour.

Organizational behaviour is based on the concept that there is a cause and effect relationship behind every behaviour of an individual. Therefore, the managers working in an organization should discover the cause behind a particular behaviour of employee and tackle the issue at its root.

12. List four major challenges of organizational behaviour.

Major challenges are: (1) Respond towards Globalization, (2) Managing Work Force Diversity, (3) Improving Quality and Productivity and (4) Working/Managing Virtual Organizations

13. What is meant by responding towards globalization?

Management today is no longer constrained by national borders. Firms today are expanding their sales and manufacturing to other countries to get the advantage of low cost and skilled people. Responding to globalization implies coping with the problems of unfair laws, languages practices, competitors, attitude, management styles and work ethics. To respond to the needs and values of people of different countries managers need to be flexible and proactive.

14. What is meant by dealing with changed employee expectations?

Knowledge workers demand empowerment and expect equality of status with the management. An average worker today demands better treatment, challenging jobs and career advancement. All this requires discovering new methods of hiring, training, remunerating and motivating employee. Here the knowledge of behavioural science enhances the people skills of manager and empowers them to visualize the needs and expectations of employees.
1. Discuss the determinants of behaviour.

Behaviour is determined by attitude, personality, perception, motivation, abilities, self-concept, and socio-cultural set up, reference group, needs and situation. These factors are explained below.

1. **Attitude**: Attitude is a cognitive and affective evaluation that predisposes a person to act in a certain way. Behaviour is an outward expression of a particular attitude. Attitude results in intended behaviour. Attitude influences behaviour. Example: An employee with an attitude ‘I like my job’ will behave enthusiastically and extend cooperation on the job.

2. **Personality**: Personality is the sum total of personal characteristics (physical and psychological) of a human being which affects behaviour. Example – introverts are shy; extroverts happen to be outgoing; agreeable people tend to be cooperative and flexible; and conscientious person reflects thoroughness and dependability.

3. **Perception**: Perception is the unique way each person ‘sees’ and interprets things. Point of view is perception. Perception discriminates the understanding of one person from another. Different people attach different meaning to the same stimulus and these result in differences in behaviour. For example, a manager may not hire an old person because of his perception that an old person lacks flexibility as compared to a young worker. On the other hand another may hire an old person giving lots of importance to his experience.

4. **Motivation**: Our inner needs determine behaviour. A person interested in sports would love to arrange sports activity if given a chance.

5. **Ability**: Abilities influence behaviour, in order to do well on job; one needs the abilities to do the same. For example a typist can type speedily and accurately as compared to someone who has not learned this activity.
6. **Self-Concept:** A person owns perception about himself and his self worth in his eyes shapes his behaviour. People with healthy self concept behave positively.

7. **Self-Efficacy:** An individual’s belief about his own capacity to perform a task determines behaviour. Research indicates that self efficacy is associated with high work performance in many work areas like sales, life insurance job, etc.

8. **Socio-Cultural Set Up:** Shared sentiments, feelings, rituals, customs etc affect and govern behaviour.

9. **Reference Group:** The reference group with which individuals interact determines behaviour. Compliance is always sought from reference group in case of important decisions.

10. **Needs:** Individual’s needs determine behaviour. For example if a student wants to be successful in exams he will study hard.

11. **Situations:** Situation or external factors also affect behaviour. For example a student will behave differently in the principal’s office, in temple or in an employment interview.

2. **Write a short note on utility of knowledge of behaviour to a manager. OR**

   **How does the understanding of human nature facilitate a manager in performance of various roles?**

   A manager’s job is to get the results through other’s efforts. He plans, organizes, directs and controls while managing the organizational units. Managers establish the direction to be pursued, allocate people and resources among tasks; supervise individual, group and organizational performance, and assess progress toward goals and objectives. In order to fulfill these functions they perform specific jobs, use a variety of skills and play particular roles. All this requires interaction with people with different beliefs, values, motives and different family background. An understanding of causes of human behaviour, its nature and how manipulation of external factors can result in desired behaviour facilitate him in performing his different roles as follows:
1. The knowledge of various aspects of behaviour improves the ‘people’s skills’ of managers. It makes him understand himself and others better. It empowers the managers to visualize the need and expectations of employees who make up the organization.

2. It sharpens managers ability to recognize various causes of problems of work place and improves the quality of work experience. The knowledge helps him in understanding, predicting and controlling the behaviour of employees. It makes a manager understand why people behave as they do. Also, it enables him to predict who will respond how under different situations.

3. It increases a manager’s ability to understand, tolerate and adjust with people.

4. The understanding of behaviour improves manager’s ability to understand and deal with people at individual level, group level and intergroup level.

5. A manager can obtain desired results by looking at the causes of behaviour, a careful handling of person and clever manipulation of situation.

6. The concepts of behaviour can be utilized to deal effectively with the problems of group dynamics, conflict management, team building etc.

7. It helps in assigning tasks and job redesign according to employees attitude, need and interest. It makes the manager emotionally mature.

Conclusion
A manager does not have the luxury of not working or relating to other people in the organization. Hence, it is important for him to learn about human behaviour, find ways to improve interpersonal skills in order to become effective.

3. “The knowledge of behavioral science and its application in work place empowers a manager to get the work done through others with a win-win result”- explain.

The study of behavioral science is useful to managers in the following ways to complete in today’s challenging environment
1. **Respond towards Globalization**: Management today is no longer constrained by national borders. Firms today are expanding their sales and manufacturing to other countries to get the advantage of low cost and skilled people. Responding to globalization implies coping with the problems of unfair laws, languages practices, competitors, attitude, management styles and work ethics. To respond to the needs and values of people of different countries managers need to be flexible and proactive.

2. **Managing Work Force Diversity**: Globalization has resulted in the work force diversity. Today’s organizations are becoming more heterogeneous in terms of gender, race and ethnicity. Therefore, the manager has to accommodate to the different life styles, work styles and family needs of people working in today’s organizations.

   The manager who understands the concepts of dignity of labor; every behaviour is caused motivated and goal directed, individual differences and the concept of whole man i.e. an organization employs more than just a nervous system or a pair of hands” will be sensitive of employees needs for recognition, appreciation, job satisfaction, causes of job stress and effect of work environment. All this will ultimately improve the organization efficiency.

3. **Improving Quality and Productivity**: Today’s competitive environment demands mangers to implement the programmes like Total Quality Management (TQM) and process reengineering. Employees’ involvement is essential for the success of both the programmes.

   Knowledge of behavioural science offers important insights to managers to work through these changes.

4. **Stimulate Innovation and Change**: Organizations require today are to continuously improve their quality and out beat the competitors with innovative products and services. It is a big challenge for managers to stimulate employee’s creativity and tolerance for change. The knowledge of behavioral science provides a wealth of ideas and techniques in the realization of these goals.
5. **Coping with Temporariness:** Globalization has resulted in temporariness. Organizations continuously reorganize their various divisions, sell off poorly performing business, outsource various activities, and subcontract non-critical activities. Hence, today’s managers have to learn to live with flexibility, spontaneity and unpredictability. The theory of change and how to cope up and overcome resistance to change provides a useful insight to deal with these problems.

6. **Working/ Managing Virtual Organizations:** With the advent of information technology, today, more and more employees do their jobs linked to others through networks. In such cases (situations) motivating and leading people and making collaborative decisions online require different techniques than does dealing with persons present on a particular location. The knowledge of behavioural science enhances the peoples’ skills of managers.

7. **Dealing with Changed Employee Expectations:** Knowledge workers demand empowerment and expect equality of status with the management. An average worker today demands better treatment, challenging jobs and career advancement. All this requires discovering new methods of hiring, training, remunerating and motivating employee. Here the knowledge of behavioral science enhances the people skills of manager and empowers them to visualize the needs and expectations of employees.

8. **Helping Employees Balance work/life Conflicts:** The various concepts of behavioral science arm and guide managers in designing workplaces and jobs that can help employees deal with work life conflicts.

9. **Improving Ethical Behaviour:** Managers need to create an ethically healthy climate for their employees. The knowledge, of perception, attitude, behaviour, conflict etc. helps a manager to respond to such problems effectively.

10. **Improve Productivity and efficiency:** Managers learn the concept of empowerment, motivation, job satisfaction etc. through behavioral science. All this helps manager improve productivity and results.
11. **Overcome the Problem of Turnover and Absenteeism:** The concept and knowledge of behavioral science makes a manager a good listener, communicator, counselor, and behavior creates a deep understanding of human behaviour. All this help in solving behavior related problems.

**Conclusion**

Thus, the knowledge of behavioral science and its application in work place empowers a manager to get the work done through others with a win-win result and cope up effectively and efficiently with the challenges and opportunities of globalization and modern day management.
Unit: 2 Perception

Answer the following. (1 mark)

1. What is meant by perception?
   Perception is the process of selecting organizing and interpreting or attaching meaning to events happening in the environment.

2. Write any one definition of perception.
   (a) According to HALLER & GILMER
   “Perception is the process of becoming aware of situation of adding meaningful associations to sensations”.

   (b) In the words of UDAI PAREK
   “Perception can be defined as the process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data”.

   (c) According to Stephen p Robbins, perception can be defined as “the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment”.

   (d) In the words of JOSEPH REITZ
   “Perception includes all those process by which an individual receives information about his environment – seeing, hearing, feeling, tasting and smelling. The study of these perceptual processes shows that functioning is affected by three classes of variables – the objects or events being perceived, the environment in which perception occurs and the individual doing the receiving”.

3. Define social perception.
   Social perception is the act of attributing characteristics or traits to other persons.

4. List factors that influence social perception.
   Social perception influenced by the following three factors:
   - Characteristics of the Persons perceived
   - Characteristics of the Perceiver
   - Characteristics of the Situation or context in which perception takes place

5. List characteristics of the perceived that influence perception.
   Characteristics of the perceived that influence perception are:
• Physical Appearances
• Verbal Communication
• Overt Expressive Behaviour
• Status
• Occupation

6. **List characteristics of the perceiver that influence perception**

   Characteristics of the perceiver that influence perception.
   • Learning
   • Attitude
   • Self Concept
   • Disposition
   • Motivation
   • Personality

7. **List characteristics of the situation that influence perception.**

   Characteristics of the situation that influence perception are:
   • Physical setting
   • Social setting
   • Organisational setting

8. **How does the size of an object affect perception?**

   Large objects attract more attention because they are perceived faster.

9. **How does the repetition affect perception?**

   A repeated factor is more likely to be noticed e.g. advertisement are repeated, supervisor gives repeat instructions.

10. **A repeated factor is more likely to be perceived.**

    **Example:** On railway station the announcer repeats information about arrival and departure of train to attract the attention of concerned passengers.

11. **What is called perceptual input?**

    Stimuli are called perceptual inputs.
12. Name that step of perceptual process where raw data is recorded.
   Raw data is recorded during the process of receiving stimuli.

13. Name that step of perceptual process which is related to the physiological aspect of perception process.
   The process of receiving stimuli is related to the physiological aspect of perception process.

14. What are stimuli?
   Stimuli are the situations which confront human being. These may be in the form of people, object, events, information, conversation, etc. These are also called perceptual inputs.

15. How stimuli are received?
   Stimuli are received through the five sense organs of the perceiver – i.e. vision, hearing, smell, touch and taste.

16. What is the first condition of perceptual process?
   The presence of stimuli i.e., the situations which confront human being is the first condition of perceptual process.

17. List the factors affecting interpretation process of perception.
   The factors affecting interpretation are
   - Perceptual Selectivity
   - Perceptual Defense and
   - Perceptual Context

18. Write an example of inner needs which affects perception.
   Examples
   - A person working in a sick firm is more likely to notice job advertisements than others.
   - A hungry man looks for signs of restaurant.
   - An insecure boss perceives subordinates efforts to do an outstanding job as a threat to his position.
   - A person with a high need of friendship quickly identifies friendly persons and gets attracted to them.
A person with a high need to control selectively notices docile person and gets attracted to them.

19. Write an example of interest which affects perception.

Examples:
- News in local paper about B.B.A. students will attract parents whose wards are studying in B.B.A.
- A manager interested in social welfare will enthusiastically look forward for welfare programs for workers.

20. Define perceptual set.

A perceptual set is an expectation of a particular interpretation based on past experience with the same or similar stimuli.

21. Write an example of use of concept of familiarity or novelty in advertisement.

Consuming Pepsi by famous actors like Amitabh Bachchan, Shah Rukh Khan etc. i.e. celebrity endorsement in advertisement of Pepsi.

22. List factors that contribute to perceptual organization.

The factors contributing to perceptual organisation are:
- Perceptual Grouping
- Figure Group
- Perceptual Constancy
- Perceptual Context

23. What is meant by attributions?

Attributions are judgments about what caused a person’s behaviour, either characteristic of the person or of the situation.
Briefly answer the following. (2 marks)

1. **Explain the meaning and concept of perception.**
   Perception is the selection and organization of environmental stimuli to provide meaningful experiences for the receiver. Perception involves searching for, obtaining and processing information in the mind. It represents the psychological process whereby people take information from the environment and make sense of their worlds.

2. **How is perceptual process affected by the characteristics of the person who is perceived? List the characteristics of the person perceived.**
   Perceptual process is influenced by a variety of cues like facial expressions, general appearances, skin colour, posture, age, gender, voice quality, personality traits, behaviours, first impression etc.
   In general interpersonal perception is influenced by the following characteristics:
   - Physical appearances
   - Verbal communication
   - Overt and Expressive behaviour
   - Status or Positions
   - Occupations

3. **Write an example of characteristics of the situation which affects perception.**
   *Example*, a conversation with the boss will be perceived differently when taking place in a casual reception area than if held in the boss’s cabin with door closed and red lights on.

4. **Write an example of influence of physical appearance which affects perception.**
   People dressed in white Kurta Pyjamas are thought to be politician or a social worker. A person in suit and tie is thought to be an executives.

5. **Write an example of occupation which affects perception.**
   Executives, Engineers, IAS Officers, Doctors are considered persons with values and morals as honest and trustworthy. Whereas a taxi driver is not trusted easily.

6. **What is perceptual process?**
   Perception is a step-by-step Process. First the information (sensory data) from the environment is observed through our senses: taste, smell, hear, see and touch. Next
the mind screens the data and selects only those items, which will be processed further. Thereafter selected data is organized into meaningful patterns for interpretation and response.

7. Draw the diagram of perceptual process.

Diagram of perceptual process

8. What affects the selection of stimuli?

Two factors, govern the selection of stimuli – internal and external. The external factors relate to the characteristics of the object viz. – nature, location, intensity, size, contrast repetition, motion, novelty and familiarity.

The internal factors relate to the characteristics of the perceiver viz. learning, needs and motivation, values, beliefs, personality interest etc. Normally, the perceiver selects those objects, which interest him and others he avoids.

9. Explain the process of organizing of stimuli.

People organize or categories stimuli according to their frame of reference. This is done through perceptual grouping. The mechanism of perceptual grouping is closure, continuity, proximity and similarity, figure ground, perceptual constancy and perceptual context.

10. What is the process of reacting?

The final phase of perception is reaction, response or behavior, either overt or covert. As a result of perception an employee may respond more rapidly/slowly (overt behavior) or he may make self-evaluation or there may be change in feelings, attitudes, values or
impression formation (Covert Behavior). The response will be positive if perception is favorable or vice – versa.

11. What is response disposition? Write an example of response disposition.

Response disposition is a short-term emotional response, which an individual exhibits.

**Example** If a manager gets firing from boss he becomes less tolerant to the mistakes of his employees. Similarly a manager berated by the boss finds faults with subordinates which are normally overlooked.

12. What is perceptual defense? Write an example of perceptual defense.

The unpleasant stimuli create a threatening situation in people, such stimuli are ignored with special effort by the individuals. In other words, people become psychologically deaf or blind to the disturbing parts of environment. It is a sensible defense device. **Example** In work situation one ignores the negative aspects of work experience. or ignoring of an irritating co – worker.

13. How the principle of intensity is used in marketing?

In advertising the principle of intensity is used. Bright colored packaging is done to make the product appear attractive and gain consumers’ attention. Example, real juice, safal peas etc. Also, the audio advertisers use intensity to gain the attention of prospective customers.

14. How the principle of size is used in advertisement?

The principle of size says that bigger things excite a greater number of visual receptors therefore, they get noticed more. Example: 1. Big advertisements attract attention more as compared to an advertisement few lines only. 2. Companies use big hoardings for advertisement of their product. 3. Companies use this factor by packaging products to make them look larger. Especially in cosmetic items - the shape of the jar, bottle or tube is such that it looks larger. Similarly, various packets of food products like potato wafers etc. are packed in big pouches.

15. How the principle of contrast is used in advertisement?

Statements in advertisement of Surf Excell, uses the principle of contrast to attract attention: in advertisement of Surf Excell, the child does all mischief and says ‘I do not do anything.’
16. How the principle of location is used in advertisement?
Examples: i). Hoardings at prominent places- like railway stations, main street, or putting at a particular height so that it can be noticed easily and quickly. ii): Prime time advertisement on TV during 8 to 9 pm. when majority of people watch TV. iii) Advertisement on front page inside or last page inside or outside the cover of magazine. iv) Advertisement in upper portion or left-hand side corners in classified advertisements in newspapers.

17. Define perceptual organization.
“Perceptual organization is the process by which people assemble, organize and categories information from the environment. In this process people group environmental stimuli into recognizable patterns (wholes) according to their frame of references that allows them to interpret what they perceive.”

18. List the mechanism of perceptual grouping.
The mechanisms of perceptual grouping are: (i) Closure, (ii) Continuity, (iii) Proximity and (iv) Similarity.

19. List measures for improving perceptual skills.
Measures for improving perceptual skills:
- Perceiving Oneself Accurately
- Improving Self-Concept
- Having a Positive Attitude
- Being Empathetic
- Open Communication
- Avoid Common Perceptual Distortions
- Operate from Adult Ego State

20. Why attributions theory is significant?
Attribution theory is significant because interpretation of one’s actions influences one’s own behaviour and responses to those actions and provides a basis for the prediction of future events. One looks for meanings in the behaviour of others. Although the reasons why people do what people do are very complex, one tends to attribute causation.
Answer the following (limit 250 words). (5 marks)

1. Write short note on the characteristics of perceiver that affect perception.

   Following characteristics of perceiver affects perception.

   (A) **Personality**: An individual’s own personality traits and characteristics have an interesting influence on his perception. Some are discussed below:

   - **Self Concept**: It is an individual’s perception about himself. A person with good self concept tends to see things in positive enriching light or vice versa.

   - **Self Efficacy (Abilities)**: Self-efficacy is a person’s belief about his own capacity to perform a specific task and his chances of successfully accomplishing the task. High self-efficacy is associated with positive experiences and low self-efficacy leads to a negative mood.

   - **Response Disposition**: It is a short-term emotional response, which an individual exhibits.

   - **Response Salience (Back Ground)**: The background of people in which they have been trained, affects the importance to be attached to a particular stimuli.

   - **Perceptual Defense**: The unpleasant stimuli create a threatening situation in people, such stimuli are ignored with special effort by the individuals. In other words, people become psychologically deaf or blind to the disturbing parts of environment. It is a sensible defense device.

   (B) **Motivation**: Motives play a significant role in perception.

   - **Inner Needs**: People tend to perceive stimuli or notice things that provide a way to satisfy their inner needs.

   - **Interest**: Stimuli are selected according to the interest of the perceiver.

   (C) **Learning**: Learning determines the development of perceptual sets. The factors of learning which affect perceptual selection are given below:

   - **Values and Beliefs**: Those stimuli are selected which are in conformity with person’s belief system and others are discarded.
Expectations: People tend to perceive only that which they want to perceive. Prior expectations bias perceptions of events, objects and people. A person perceives stimuli according to his expectations, regardless of traits of the object.

Past Experiences: Past experiences narrow down the focus. One perceives those objects, people or phenomena to which he can relate.

2. ‘The characteristic of the perceiver, the perceived and the situation has a great effect on social perception’ – explain.

People’s perception is affected by the characteristic of the perceiver, the perceived and the situation

1. Characteristics of the Person perceived
   The perceptual process is influenced by a variety of cues like facial expressions, general appearances, skin color, posture, age, gender, voice quality, personality traits, behaviours, status, occupations, etc. The first impression about the person as well as the recency effect also influence interpersonal perception in addition to the above factors.

2. Characteristics of the perceiver
   Personality, learning and motivation affect perception.

   (a) Personality: An individual’s own personality traits, values, attitudes, current mood, etc… determine perception. If a manager believes that workers are lazy, and do not want to work – this factor will be prominent when he meets a group of workers. Similarly, secure people perceive others as warm individuals; honest man perceives others as hard working while a person with a negative attitude hardly trusts anyone.

   (b) Learning: Perception is strongly influenced by past experiences and its learning. Learning creates expectations, and affects perception. One examples in organizational context is, union people use rough language.

   (c) Motivation: An individual’s most urgent need influences his perception. A manager believing in theory X will perceive and judge employees differently than a manager believing in theory Y.

3. Characteristics of the situation
The context, consequences, time, place and situation strongly influence interpersonal perception. **Example**, a conversation with the boss will be perceived differently when taking place in a casual reception area than if held in the boss’s cabin with door closed and red lights on.

In short, the characteristic of the perceiver, the perceived and the situation has a great effect on social perception.

3. **State perceptual process. Draw the diagram and give a brief summary of perceptual process.**

Perception is a step-by-step Process. First the information (sensory data) from the environment is observed five through our senses: taste, smell, hear, see and touch. Next the mind screens the data and selects only those items, which will be processed further. Thereafter selected data is organized into meaningful patterns for interpretation and response.

**Diagram of perceptual process**

```
  PERCEPTUAL INPUTS
     ↓
  STIMULI
     ↓
  PERCEIVER

  RECEPTING → SELECTING → ORGANISING

  REACTING    CHECKING    INTERPRETING

  Situation
```

**Summary of Perceptual Process**

1. A stimulus initiates perception.
2. The stimulus is received or registered through physiological mechanism – sensory and neural.
3. The relevant stimulus are selected and screened.
4. The selected stimuli are organized in some logical manner.
5. After organization the information is interpreted through various psychological processes.

6. Interpretation results in overt and covert responses.

4. **Why is it said that perceptual selectivity is a complex filtering process? List internal and external factor which affect perceptual selectivity.**

Perceptual selectivity is the process by which people filter less important stimuli so that they can deal with the most important ones. It depends on environmental factors and internal factor related to perceiver.

Perception is a selective process. As one cannot assimilate all the information in the environment, he selectively pays attention to some aspects and ignores other aspects of environment at any particular time, for example – in an office, a secretary may ignore the bell announcing the arrival of elevator, but jump at the sound of the fax machine. In other words, through perceptual selectivity we concentrate on things relevant to us.

Perceptual selectivity is a complex filtering process that determines those sensory data which will receive attention. Selectivity takes place when we pay attention to objects we are comfortable with and filter out those that causes discomfort.

External factors includes: (a) Nature, (b) Location, (c) Intensity, (d) Size, (e) Contrast, (f) Motion, (g) Repetition and (h) Novelty and Familiarity

Internal Factors includes: (a) Personality: Self Concept, Self Efficacy (Abilities), Response Disposition, Response Salience (Back Ground) and Perceptual Defense, (b) Motivation: Inner Needs and Interest (c) Learning: Values and Beliefs, Expectations and Past Experiences

5. **Discuss the role of learning in perceptual selection.**

Learning is another internal factor, which affects perceptual selection. Learning creates expectancy in an individual and expectancy makes him see what he wants to see.

Learning determines the development of perceptual sets.
(i) Values and Beliefs: Those stimuli are selected which are in conformity with person’s belief system and others are discarded. Example: Someone with a strong ethics code will be horrified at the suggestion of taking or giving bribe, while another person of lesser character might think, “that’s not a bad idea”.

(ii) Expectations: Prior expectations bias perceptions of events, objects and people. A person perceives stimuli according to his expectations, regardless of traits of the object. For example: convictions that - Union people use rough language. Affect perception and behavior, during interaction with Union people.

(iii) Past Experiences: Based on our experiences, we learn to associate certain groups with certain behaviors (i.e. we stereotype them) we then tend to expect everyone from that group to behave in the same fashion. Example: Belief that Keralite stenographers are loyal.

6. How the concept of intensity and repetition is used by trainers, marketers and safety managers?

Intensity
A teacher or a trainer uses this concept to gain the attention of students. He often speaks in a raised voice or a very low volume or often becomes silent to make the audience attentive.

Bright colored packaging is done by marketers to make the product appear attractive and gain consumers’ attention. Example, real juice, safal peas etc.

Intensity principle is applied in issuing signals of warnings. Sirens are blown to caution everyone of any sudden danger.

Repetition
The trainer keeps on repeating important instructions for better grasping and understanding by the trainees. He uses audio and visual concepts simultaneously.

This principle is used in advertisement to create a unique image for their product against competitors and for greater effectiveness. For Example: Same advertisement is flashed twice in a sequence on TV.

Safety instructions are written repeatedly at many places in the factory area.
Workers are repeatedly subjected to mock safety drills.
Workers are given same safety training repeatedly so that at the time of need they can take action spontaneously.

7. Explain the concept of perceptual grouping or figure grouping.

Perceptual Grouping The mechanisms of perceptual grouping are: (i) Closure, (ii) Continuity, (iii) Proximity and (iv) Similarity.

1. Closure: It is the tendency to perceive incomplete data in its whole. Through the closure the brain imagines the missing details. In the organisation, people may organise their perceptions in terms of closure when dealing with ideas and information.

2. Continuity: According to this principle the sensory data is perceived in continuous pattern even whey they are not actually continuous. Example A manager facing a complex decision may be able to develop a fairly accurate understanding of the issues even though some information is lacking.

3. Proximity: According to this principle the sensory data is perceived by the perceiver as related because of their nearness to each other on account of physical location. Example If three persons from production department resign from job, the causes of their departing will be thought to be related, whereas it may not be so.

4. Similarity: Persons, objects, events or ideas that are similar to each other tend to be grouped together. Example: Use of colour code for two teams in sports. Team wearing same colour are identified as one group/ team. The, the sensory data is grouped together because they are alike in some way.

Figure Grouping: It is the tendency to divide stimuli in two groups where certain phenomenon is kept in focus (figure) and other phenomena is kept in background. It shows that once we have seen something one way it is difficult to see it differently.

Example An employee desiring promotion will pay less attention to performing well, normally it should be kept in focus but it becomes a background activity and maintaining good relations with boss which should be less important than performing well on the job, becomes a figure activity instead of ground.
In this way stimulus which is thought more important and meaningful is called figure and the meaningless one is labeled as ground. More attention is paid to figure and less importance is paid to ground stimuli.

8. What is meant by distortion in perception? Explain stereotyping or halo effect.

Distortion means mis-representation of truth or facts. When perceptual process results in errors in perceptual judgement they are called perceptual distortions. In simple words, it is biases in perception. It may arise from inaccuracies in any part of the perception process due to these inaccuracies. What we perceive is not always very close approximation of objective reality. Some common errors are given below:

1. Stereotyping: It is our tendency to assign attributes to someone solely on the basis of a category of people of which that person is a member. E.g. Doctors, Chief Executives of the companies or Ministers are believed to have certain positive attributes while a dropout (student), ex-convict, or an alcoholic is automatically perceived negatively.

Stereotyping is the process of categorizing people into groups on the basis of certain presumed or salient traits or qualities. It consists of 3 steps – first is identification of categories by which sorting of people is done (race, religion, gender). Next, is association of attributes to the categories (ability, speech, occupation), and finally conclusion are inferred.

Examples

- All secretaries are women.
- Japanese are highly disciplined.
- All IIM’s/ IIT’s are intelligent.
- Union people use rough language.
- Workers are ant management.

2. Halo-effect: It is evaluation based on a single trait, characteristics or event. In the words, of Stephen P Robbins “When we draw a general impression about an individual based on a single characteristic, such as intelligence, sociability or appearance, halo-effect is operating”.

In other words, evaluation of another person solely on the basis of one attribute, either favorable or unfavorable, is called halo-effect. The halo-effect operates when we let a single characteristic override our assessment of an individual’s other characteristics. For example, if we consider a person friendly and outgoing, we may also assume that the person is diligent, conscientious and punctual which may not be true. The halo-effect refers to the tendency of perceiving people in terms of good or bad and ascribing good qualities to one who is liked and bad qualities to another who disliked.

Thus, the halo-effect blinds the perceiver to other attributes (or qualities), which a person possesses and hence results in inaccurate impression of the other person. In organisation, the examples of halo-effect is seen when managers use one trait as the basis for judging all other performance measures. **Example** An excellent attendance record may produce judgments of high productivity, quality work, and industriousness which may not be true.

9. **What measures should be adopted for improving a manager’s perception of the person, events and issues in the organization?**

A smart manager understands that perception precedes and influences behaviour. He knows that inaccurate perception distorts behaviors. Therefore, it is important to improve one’s perceptual skills. Better perception requires the following:

1. **Perceiving Oneself Accurately:** An individual needs to improve more awareness about oneself. It can be done by frequent and better interaction with peers, frank and open communication with others.

2. **Improving Self-Concept:** When people handle roles where they can demonstrate and improve their competence and be successful, their self-esteem will go up and this will build a positive self-regard.

3. **Having a Positive Attitude:** To improve perceptual skills, managers should get rid of any negative feelings they may have of others.

4. **Being Empathetic:** Correct perception demands that managers should be sensitive to the needs to the others and look at the situations from other’s point of view.
5. **Open Communication:** Managers should take steps for making communication effective. They should ensure that right message reaches at the right place at the right time. This is necessary for a better understanding of organisational situations.

6. **Avoid Common Perceptual Distortions:** Managers should guard against common biases occurring due to halo-effect, stereotyping, attribution, first impression etc.

7. **Operate from Adult Ego State:** The manager should rationalize the issues and events logically by keeping in control various internal factors.

10. Write a short note of significance of perception to manager.

**OR**

**How does the knowledge of perception improve managers’ ability to understand human nature and improve the quality of managerial decisions?**

The success of a manager depends largely upon the success of his a people. This requires a through knowledge of how people act as individuals and as group members within the organization. Also it requires to identify ways in which people can act more effectively. It is in this context the knowledge of various aspects of perception prove extremely useful for the manager.

Some of the ways in which perception helps a manager are given below.

1. **Increases managers ability to understand human nature**
   a) Improves manager’s skill to explain, predict and control human behavior.
   b) The knowledge of perception makes a person emotionally more nature.

Thus, it improves managers’ human skills.

2. **Improves the quality of managerial decisions**
   - The awareness of various factors, which influence perception, improves the quality of decisions, because it improves his ability select relevant and irrelevant data.
   - Similarly, knowledge of causes of perceptual errors like stereotyping, halo effect, projection etc. will make a manager cautious and guard him against personal biases. Thus prevent wrong decisions.
3. **Makes a manager empathetic:** The concepts and knowledge of perception enable the manager to see the situation or analyze the behavior from others' point of view.

4. **Improves conflict resolution abilities:** Perception helps the manager identify the sources of conflicts and draw plans to minimize them.

5. **Improves communication:** The concepts of perception (selectivity, organization) can be utilized in issuing important instructions in plants and factories. For example: Hanging bulletin boards at prominent places (by utilizing the concept of selective factors).

6. **Improves ability to deal with stress:** Techniques of perceptual defense can be applied for ignoring events or negative aspects of work experience (ignoring an irritating co-worker deliberately).

7. **Improves manager’s ability to evaluate:** Manager learns to avoid perceptual errors while performing various roles.

8. **Utility in changing employee’s attitude:** The manager can utilize the concept of perception to bring desired change in employees’ attitude.

9. **Improves ability to deal with work force diversity.**

10. **Improves responsibility and allocation of task to more suitable person.**

To sum up, knowledge and application of the concept of perception sharpens the human skills of a manager. It helps him to perform effectively in discharging interpersonal role, informational role and decisional roles.

11. **Write a short note on attributions.**

   Attributions are judgments about what caused a person’s behaviour, either characteristic of the person or of the situation.

   This theory tells how we judge people differently depending upon what meaning we attribute to a particular behaviour.

   Attribution process refers to the ways in which people come to understand the causes of their own and other’s behaviour. An attribution made about the reasons for someone’s behaviour may affect judgments about that individual’s fundamental traits.

   Distortions occur due to fundamental attribution error, where too much credit or blame is placed in the person concerned than on the environment. It refers to the tendency to
underestimate the impact of situational or external causes of behavior and overestimate the impact of personal or internal causes of behaviour when seeking to understand why people behave the way they do.

In general, individuals often attribute their own and other’s success or failure to four causal factors: ability, effort, task difficulty and luck.

Normally, people tend to attribute their success to internal factors (ability/effort) and attribute their failures to external factors (like task difficulty or luck). Examples in organization are:

- The tendency of employees to accept responsibility for good performance but deny responsibility for poor performance.
- In case of one’s own poor performance the tendency is to blame others.
- If a person is not promoted, he may attribute the reason for being bypassed and others being promoted to their being close to high ups, and not to their ability or to his own incompetence.

Often the factors such as status, intentions, and consequences affect and result in distortion in perception.

**Example**

- If a senior officer is absent saying he is sick, it is trusted, whereas, if a worker absents saying he is sick, it is doubted.
- If a valuable worker does overtime any day it is perceived that he has done in the interest of the organisation while in case of the poor worker the same action is understood as being done for money or to finish the pending job.
- The worse the consequences, more likely the individual is viewed and held responsible for the act. In case, of fatal accidents someone will be held responsible, and strict action will be taken. In case of minor or no casualty, it is overlooked.

**IMPORTANCE OF ATTRIBUTION THEORY**

Attribution theory is significant because interpretation of one’s actions influences one’s own behaviour and responses to those actions and provides a basis for the prediction of future events. One looks for meanings in the behaviour of others. Although the reasons
why people do what people do what they do are very complex, one tends to attribute causation. Since, an individual’s capacity to store and comprehend perceptual information is limited, he has a tendency to reduce his observations into simple cause-and-effect sequence.
Unit: 3 Attitude

**Answer the following. (1 mark)**

1. What is meant by attitude?
2. List the components of attitude.
3. Write the characteristics of people who have positive affectively?
4. Write the characteristics of people who have negative affectively?
5. How does manager realizes efficiency and productivity in an organization?
6. Write an example of psychological withdrawal.
7. Write an example of physical withdrawal.

**Briefly answer the following. (2 marks)**

1. Explain the meaning and concept of attitude.
2. Write Robbins definition of attitude and explain.
3. What is attitude according to New Comb?
4. List the contents of cognitive components.
5. List the contents of affective components.
6. List the contents of behavioral components.
7. Write an example each of cognitive, affective and behavioral components of attitude.
8. How attitudes are acquired and learned?
9. What behavior is displayed by dissatisfied employee in an organization?
10. What are the advantages of satisfied employees in an organization?
11. What is the hallmark of a well managed organization?
12. Write Shiv Khera’s view on importance of attitude.
13. List barriers to attitude change.
14. What is cognitive dissonance?
Answer the following (limit 250 words). (5 marks)

1. Explain component of attitude.
2. Generate 10 examples of cognitive, affective and behavioral components of attitude.
3. Suggest ways to change attitude.
4. Write a brief note on importance of attitude in an organization.

How frame an example each of cognitive, affective and behavioral components of attitude with respect to following points:

- Girl Child
- Environment
- Alumni
- Manager believing in Theory X
- Teacher believing in Theory Y
- Corruption in country
- Economic independence of women
- Road safety
- Punctuality in School/College
- Prayers
- Communication
- Garba
- Rainbow
- Gift
- Drama
- Democracy
- Girl education
- Cooking
- Class assignment
- Kindness activity
- Dictionary
- Story books
- Music
- Dance
- Mannerism on talking on telephone
- Kaun Banega Carorpati
- Wearing helmet
Unit: 4 Personality

Answer the following. (1 mark)

1. **What is the meaning of Latin word ‘Personae’?**
   - The meaning of Latin word ‘Personae’ personality.

2. **List any one characteristics of personality inherited genetically.**
   - Physical Stature, Temperament, Intelligence, etc.

3. **What is self esteem?**
   - Self esteem is individual’s degree of liking or disliking themselves.

4. **What is self monitoring?**
   - Self-monitoring refers to an individual’s ability to adjust his or her behavior to external, situational factors.

5. **Who are called internals?**
   - Individuals who believe that they control what happens to them.

6. **Who are called externals?**
   - Individual who believe that what happens to them is controlled by outside forces such as luck or chance.

7. **What is locus of control?**
   - A person’s perception of the source of his or her fate is termed as locus of control.

8. **After whom the personality characteristic of Machiavellianism is named?**
   - The personality characteristics of Machiavellianism are named after Niccolo Machiavelli.

9. **Write one characteristic of people with type ‘A’ personality.**
   - 1. Are always moving, walking and eating rapidly;
   - 2. Feel impatient with the rate at which most events take place;
   - 3. Strive to think or do two or more things at once;
4. Cannot cope with leisure time;

5. Are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

10. Write one characteristic of people with type ‘B’ personality.

- Never suffer from a sense of time urgency with its accompanying impatience,
- Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation,
- Play for fun and relaxation, rather than to exhibit their superiority at any cost; and
- Can relax without guilt.

Briefly answer the following. (2 marks)

1. Define personality.

According to Fred Luthans, Personality represents the “whole person” concept. It includes perception, learning, motivation and more. Peoples external appearance, and traits, their inner awareness of self and the person – situation interaction make up their personality.

In the worlds of Gordon Allport, “Personality is the dynamic organization within the individual of those psychological systems that determines his unique adjustments to his environment”.

According to Stephens Robbins, “Personality is the sum total of ways in which an individual reacts and interacts with others. It is most often described in terms of measurable traits that a person exhibits”.

E.R. Hilgard and Atkinson Opine that, Personality may be understood as characteristic pattern of behavior and modes of thinking that determine a persons adjustments to the environment.
2. List any two determinants of personality.
   Heredity, environment, situational

3. What is meant by cultural values?
   Cultural values means – collective beliefs, assumptions and feelings about what things are goods, normal, rational and valuable.

4. Write the components of environmental factors which influence personality formation.
   - Culture
   - Family
   - Group Membership
   - Life Experiences.

Answer the following (limit 250 words). (5 marks)

1. Explain the role of heredity and family in the development of personality.

   **Heredity:** The role of heredity plays an important role in the development of personality. Heredity refers to those factors that are determined at conception. The following characteristics of personality are inherited genetically.

   - Physical Stature
   - Facial Attractiveness
   - Temperament
   - Gender
   - Reflexes
   - Energy level
   - Intelligence
Family disorders like depression, schizophrenia, sleep walking etc.

Family: A person’s immediate family influences personality development especially in the early stages of life.

Both parents and siblings as well as grandparents, aunts, uncles and cousins influence formation of personality, in three important ways as follows:

- Through their own behaviours, they present situations that bring out certain behavior which in children often strongly identify.
- They serve as role models with which children often strongly identify.
- They selectively reward and punish certain behaviours.

Children raised in a warm, loving and stimulating environment of a happy family are better adjusted in society than those raised in foster homes or broken families.

Also, family’s situation like – family size, social economic level, race, religion, geographic location, birth order within the family, parent’s educational level etc. also affects personality development. For example, a person raised in a poor family has different experiences and opportunities than does a person raised in a wealthy family.

Similarly, being an only child is different in some important respects from being raised with several brothers and sisters.

2. List major personality’s attributes and explain any one.

Locus of Control, Self-Esteem, Self-Monitoring, Risk Taking, Machiavellianism

Locus of Control: It refers to one’s belief that whatever happens is either within one’s control or beyond. Some people feel that they are masters of their own fate. Others believe that events in their lives occur because of chance, luck or outside people or events. They feel more like pawns of their fate.

The formers, who believe that they control their destinies are called internals, while latter, who see their lives as controlled by outside forces are called externals.
**Internal Locus of Control:** Research indicates that people with internal locus of control believe that events in their life are primarily the result of their own behaviours; they are easy to motivate because they believe that rewards are the results of behaviour. They are better able to handle complex information and problem solving, are more achievement oriented, but at the same time are more independent and therefore difficult to lead.

One study according to Fred Luthans, found that internally controlled employees are generally more satisfied with their jobs, are more likely to be in managerial positions and are more satisfied with participatory management styles. They are better performers, more considerate of subordinates, tend not to be stressed and improve attitudes over a long period of time. They are more active socially and politically, are more likely to influence others. They are achievement oriented and strive for better performance continuously.

**External Locus of Control:** Persons with external locus of control are harder to motivate, less involved in their jobs, more likely to blame others when faced with poor performance evaluation. They are fatalistic and pessimistic. However, they happen to be more compliant and conforming and, therefore easier to lead. In work situations a dissatisfied internal is more likely to quit a dissatisfying job. Internals have better health habits with few incidence of sickness and absence.

**Machiavellianism:** The personality characteristics of Machiavellianism are named after Niccolo Machiavelli, who wrote in the sixteenth century on how to gain and use power. An individual high in Machiavellianism is pragmatic, maintains emotional distance and believes that ends can justify means. “If it works, use it” is consistent with a high-mach perspective.

A considerable amount of research has been directed toward relating high and low mach personalities to certain behavioural outcomes. High Machs manipulate more, win more, are persuaded by situational factors. It has been found that high Machs flourish (1) when they interact face to face with others rather than indirectly; (2) when the situation has a minimum numbers of rules and regulations, thus allowing latitude for improvisation; and (3) when emotional involvement with details irrelevant to winning distracts low Machs.
Should we conclude that high Machs make good employees? That answer depends on the type of job and whether you consider ethical implications in evaluating performance. In jobs that require bargaining skills (such as negotiation) or that offer substantial rewards for winning (as in commissioned sales), high Machs will be productive. But if ends can’t justify the means, if there are absolute standards of behaviour, or if the three situational factors noted in the preceding paragraph are not in evidence, our ability to predict a high Mach’s performance will be severely curtailed.

3. **Write a short note on Type ‘A’ personality or Type ‘B’ Personality**

Do you know people who are excessively competitive and always seem to be experiencing a sense of time urgency? If you do, it’s a good bet that those people have a Type A personality. A person with a Type A personality is “aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time, and, if required to do so, against the opposing efforts of other things or other persons.”

Type A’s

6. Are always moving, walking and eating rapidly;

7. Feel impatient with the rate at which most events take place;

8. Strive to think or do two or more things at once;

9. Cannot cope with leisure time;

10. Are obsessed with numbers, measuring their success in terms of how many or how much of everything they acquire.

In contrast to the Type A personality is the Type B, who is exactly opposite. Type B’s are “rarely harried by the desire to obtain a wildly increasing number of things or participate in an endless growing series of events in an ever-decreasing amount of time.”

Type B’s

1. Never suffer from a sense of time urgency with its accompanying impatience;
2. Feel no need to display or discuss either their achievements or accomplishments unless such exposure is demanded by the situation;

3. Play for fun and relaxation, rather than to exhibit their superiority at any cost;


Type A’s operate under moderate to high levels of stress. They subject themselves to more or less continuous time pressure, creating for themselves a life of deadlines. These characteristics result in some rather specific behavioural outcomes. For example, Type A’s are fast workers, because they emphasize quantity over quality. In managerial positions, Type A’s demonstrate their competitiveness by working long hours and not infrequently, making poor decisions because they make them too fast. Type A’s are also rarely creative. Because of their concern with quantity and speed, they rely on past experience when faced with problems. They will not allocate the time necessary to develop unique solutions to new problems. They rarely vary in their responses to specific challenges in their milieu; hence, their behavior is easier to predict than that of Type B’s.

4. Briefly describe proactive personality.

Proactives identify opportunity, show initiative, take action, and persevere until meaningful change occurs. They create positive change in their environment, regardless or even in spite of constraints or obstacles. Not surprisingly, proactives have many desirable behaviors that organizations covet. For instance, the evidence indicates that proactives are more likely to be seen as leaders and more likely to act as change agents within the organization. Other actions of proactives can be positive or negative, depending on the organization and the situation. For example, proactives are more likely to challenge the status quo or voice their displeasure when situations aren’t to their liking. If an organization requires people with entrepreneurial initiative, proactives make good candidates; however, these are people that are also more likely to leave an organization to start their own business. As individuals, proactives are more likely to achieve career success. This is because they select, create, and influence work situations in their favor. Proactives are more likely to seek out job and organizational information, develop
contacts in high places, engage in career planning, and demonstrate persistence in the face of career obstacles.

5. How does the knowledge of personality concepts help manager in performance of various managerial tasks?

OR

Discuss the utility of knowledge of personality concepts to manager.

Managers are the persons responsible for getting the work done through others. They perform different and highly interrelated roles, which are-

- Interpersonal role (i.e. figurehead, leadership, and liaison)
- Informational role (i.e. monitor, disseminator, spokes person)
- Decisional role (i.e. entrepreneur, disturbance handler, resource allocator and negotiator)

Performance of above roles requires strong human and interpersonal skills. Here the knowledge of personality types and determinants of personality prove quite useful as follows:

1. He can reshape the job; change the nature of job according to different needs of people with different personality in order to get the best out of every individual.

   Persons with high locus of control can be utilized for team work and jobs of urgent types. Extroverts can be used for group work, sales job etc. Introverts may be assigned analytical and less interactive type of job.

   The knowledge is useful for ‘person–job–fit’ in the organization.

2. He should support persons high on agreeableness. Similarly, high openness person’s creativity and innovative traits can be utilized.

3. He can utilize the following Knowledge while selecting people for various jobs.
   a. Dominant people are innovative and confident, and they like to be in control.
b. Extroverts are outgoing and social.

c. Patient people are focused; adaptable they know how to pace themselves.

d. Conforming people are structured and qualities oriented, and have a strong sense of right and wrong.

4. The above knowledge will also help in conflict resolution and conflict avoidance.

5. At the time of recruitment he should not be attracted by persons possessing strengths and qualities like him but hire according to organizational needs.

6. He should recognize that all individuals do not respond to cultural influences equally.

7. He should handle tactfully different types of personalities. He should realize that some people arouse hostility and aggression in their associates while others invoke sympathy and supportive responses due to their personality features. Some encourage and some discourage open communication. To get best out of every person appropriate guidance, training etc. can be arranged to modify their behaviour.

8. Personality characteristics tend to produce differential emotional reactions to stress. Hence, managers should arrange required counseling sessions for such persons.

9. In case of poor person job fit he should reshape the job and not the person.

10. Knowledge of personality types, their expectations from organizations, should be utilized and appropriate environment should be provided to retain the competent employees.

Conclusion

In organizational setting, personality factors play a crucial role, they affect employer employee relations, peer relations and superior subordinate relations; often personality difficulties are the root cause of strikes, turnover and job dissatisfaction, if dealt carefully these knowledge can be used to the advantage of the organization.