STUDY MATERIAL

Prepared for

III B.Com (V Semester)

Subject

Personality Development

Prepared by

Dr. T. JESI, M.Com., M.Phil., M.B.A., P.G.D.C.A., Ph.D.,

Assistant Professor, Department of Commerce

Department of Commerce

Government Arts & Science College (Women)

Sathankulam - 628704

Unit I : **PERSONALITY** – Definition – Determinants – Personality Traits – Theories of Personality – Importance of Personality Development. **SELF AWARENESS** – Meaning – Benefits of Self-Awareness – Developing Self-Awareness. **SWOT** – Meaning – Importance – Application – Components. **GOAL SETTING** Meaning – Importance – Effective goal setting – Principles of goal setting – Goal setting at the Right level.

Unit II : **SELF MONITORING** – Meaning – High self-monitor versus low self monitor – Advantages and Disadvantages of self-monitor – Self-monitoring and job performance. **PERCEPTION** – Definition – Factors influencing perception – Perception process – Errors in perception Avoiding perceptual errors. **ATTTTUDE** – Meaning – Formation of attitude – Types of attitude – Measurement of Attitudes – Barriers to attitude change – Methods to attitude change. **ASSERTIVENESS** –Meaning – Assertiveness in Communication – Assertiveness Techniques Benefits of being Assertive – Improving Assertiveness.

Unit III : **TEAM BUILDING** – Meaning – Types of teams – Importance of Team building – Creating Effective Team. **LEADERSHIP** – Definition – Leadership style – Theories of leadership – Qualities of an Effective leader. **NEGOTIATION SKILLS** – Meaning – Principles of Negotiation Types of Negotiation – The Negotiation Process – Common mistakes in Negotiation process. **CONFLICT MANAGEMENT** – Definition – Types of Conflict – Levels of Conflict – Conftict Resolution-Conflict management.

Unit IV : **COMMUNICATION** – Definition – Importance of communication – Process of communication – Communication Symbols – Communication network – Barriers in communication – Overcoming Communication Barriers. **TRANSACTIONAL ANALYSIS** – Meaning – **EGO** States – Types of Transactions – Johari Window – Life Positions. **EMOTIONAL INTELLIGENCE** – Meaning – Components of Emotional Intelligence – Significance of managing Emotional Intelligence – How to develop Emotional Quotient. **STRESS MANAGEMENT** – Meaning – Sources of Stress – Symptoms of Stress – Consequences of Stress – Managing Stress.

Unit V : **SOCIALGRACES** – Meaning – Social Grace at Work – Acquiring Social Graces. **TABLE MANNERS** – Meaning – Table Etiquettes in Multicultural Environment – Do's and Don'ts of Table Etiquettes. **DRESS CODE** – Meaning – Dress Code for Selected Occasions – Dress Code for an Interview. **GROUP DISCUSSION** – Meaning – Personality traits required for Group Discussion – Process of Group Discussion – Group Discussion Topics – **INTERVIEW** – Definition – Types of skills –Employer Expectations – Planning for the Interview – Interview Questions – Critical Interview Questions.

UNIT - I
PERSONALITY

Meaning:

The term personality is derived from the Latin word persona which means a mask. Personality is the individual's totality of characteristics like intelligence, looks, character or lack of any of them, which distinguishes him or her from others.

Definition:

"Personality can be defined as those inner psychological characteristics that both determine and reflect how a person responds to his or her environment" - Schiffman and Kanuk.

Personality is defined by Allport as follows: "the dynamic organisation within the individual of those psycho - physical systems they determine his unique adjustment to his environment".

Features of Personality:

1) Consistency

Consistency is the first feature of personality. There is generally a recognisable order and regularity to behaviours. Essentially, people act in the same way or similar ways in a variety of situations.

2) Psychological and Physiological

Personality is also influenced by biological processes and needs.

3) Impacts behaviours and actions

Personality causes people to act in certain ways.

4) Multiple expressions:

Personality is displayed in more than just behaviour. It can also be seen in our thoughts, feelings, close relationship, and other social interactions.

Dimensions of personality:

Following are the five dimensions of personality.

1) Extroversion:

Extroverts are energetic and like to seek stimulation. They are talkative. They enjoy being the centre of attention. They find no difficulty in communication.

2) Openness:

❖ Adventurous and creative
❖ Curious and imagination
❖ More prepared to take risks

3) Conscientiousness:

❖ Organised and self-disciplined
❖ Act dutifully with a sense of loyalty and commitment

4) Agreeableness:

❖ Co-operation
❖ Friendly and social
❖ Gain energy from being with others

5) Emotional instability:

❖ Feel anxiety
❖ Emotionally unstable
❖ More likely to struggle

Determinants of personality:

In General, determinants may be classified into six broad categories.

1) Biological factors:

Biological factors influence the way inwhich human being tends to sense external event data, interpret, and respond to them. Biological factors are classified into three major categories. They are

❖ Heredity
❖ Brain
❖ Physical stature

2) Family and Social factors:

Family and social groups have most significant impact on personality development. These groups have their impact through socialisation and identification processes.

Identification and socialisation process is influenced by home environment, family members and social groups.

3) Cultural Factors:

Culture establishes the norms, friends and social groups exerts pressures on one's personality. Culture is the sum total of learned believes, values and customs.

4) Situational factors:

Situation exerts an important pressure on the individual to behave in a particular manner. It exercises constraints and may provide push.

5) Emotional factors:

The various facets of a person's emotional make up is determined by the way he or she handles the following

- ❍ Aspirations
- ❍ Ambition
- ❍ Will power
- ❍ Feelings
- ❍ Anxiety and frustration
- ❍ Jealousy and envy

6) Intellectual factors:

Intellectual factors that shape a favourable personality are as follows.

- ❍ Intellectual ability ❍ Knowledge

Theories of Personality:

The study of personality has a broad and varied history in psychology with an abundance of theoretical traditions.

1. PSYCHO-ANALYTICAL THEORIES

Psycho-analytical theories are developed by Sigmund Freud, William Sheldon and Carl Jung. He identified that the human mind has three states namely a) Preconscious State b) Conscious State and c) Unconscious State. He concluded that the human behaviour is mainly influenced by unconscious frame work of mind. He also further classified the unconscious frame work of mind into three elements namely,

- ❍ The Id
- ❍ The Ego and
- ❍ The Super Ego

2. TRAIT THEORIES

Trait theories are concerned with the attributes of a person that appears in various situations. There are two major types of Trait theories

❍ Allports Trait Theory

Gordon Allport classified the personality traits into two major types. They are common traits and personal disposition traits.

❍ Cattel's Trait Theory

Cattel's theory identifies two categories of traits namely surface traits and source traits.

3. SELF THEORY

The Self-Theory is also called as Organism Theory or Field Theory. Carl Roger propounded this self-theory which gives more importance to initiating, creating, and influential determinant of behaviour of individuals within the environment.

Self-theory consists of three elements as follows:

❍ Organism   ❍ Phenomenal field and   ❍ Self-Concept

4. SOCIALLEARNING THEORY

According to this theory, the personality is based on the situation in which a person interacts. Albert Bandura proposed this theory with certain models and observational learning, People learn from the situation in which they interact. Therefore, the people and situation interaction are the important aspects in understanding the personality of people.

Qualities of a successful personality:

❍ Suitable physique and good health
❍ Appropriate knowledge
❍ Emotional balance
❍ Wisdom
❍ SWOT analysis
❍ Team spirit and a healthy relationship with peers, seniors, subordinates, family and the society
❍ Self - discipline, an unselfish attitude and good conduct.
❍ Socially well accepted
❍ Hard working

Barriers to a successful personality:

❍ Physical incapacitation   ❍ Intellectual hindrances

❍ Psychological imbalance   ❍ Material deprivation

❍ Self-rejection   ❍ Other barriers

SELF AWARENESS

Self-awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, emotions, likes and dislikes.

Self-awareness is an invaluable one. Self-awareness is neither be bought nor be produced. Self-awareness - knowing yourself. To determine the right career one must know himself or herself. But some time may be taken to know yourself. You must know yourself with regard to the following aspects.

❍ Knowledge and skills   ❍ Behaviours   ❍ Personal values
❍ Personality traits   ❍ Preference and motivators

Levels of Self Awareness:

According to Emory University's Phileppe Rochat, there are five levels of self-awareness.

- ❑   Level 0   :   Confusion
- ❑   Level 1   :   Differentiation
- ❑   Level 2   :   Situation
- ❑   Level 3   :   Identification
- ❑   Level 4   :   Permanence
- ❑   Level 5   :   Self consciousness

Key Areas for Self-Awareness:

❑ Personality   ❑ Values   ❑ Habits   ❑ Needs   ❑ Emotions

Factors influencing self-development:

Factors which influence self-development may be classified into two types

1) External factors
   - ❑ Parents   ❑ Environment
   - ❑ Education   ❑ Friends and Relatives

2) Internal factors
   - ❑ Open attitude   ❑ Hard work   ❑ Following others
   - ❑ Tolerance   ❑ Cautious   ❑ Self confidence
   - ❑ Positive Attitude   ❑ Positive Self esteem

How to improve Self-development?

To improve self-development, one has to consider the following points.

❑ Be honest   ❑ Tolerance   ❑ Work with politeness
❑ Work hard   ❑ Attainable goals must be determined
❑ Participation in social activities   ❑ Be Co-operative

SWOT ANALYSIS

SWOT analysis is a useful technique for understanding you strengths and weakness and for identifying both the opportunities open to you and the threats you face.

SWOT analysis was originated by Albert S. Humphrey in the1960s.

The expansion of SWOT is given below: It is also known as SLOT analysis.

S	-	Strengths		S	-	Strengths
W	-	Weaknesses		L	-	Limitations
O	-	Opportunities		O	-	Opportunities
T	-	Threats		T	-	Threats

Strengths:
- ⍝ To know more than one languages
- ⍝ Acquiring knowledge of computer
- ⍝ Acquiring specialised skills
- ⍝ Motivational factors
- ⍝ Good understanding

Weaknesses:
- ⍝ Regional language alone known.
- ⍝ Does not possess required skills
- ⍝ Unable to speak in English or Hindi or other languages.
- ⍝ No previous experience

Opportunities:
- ⍝ Opportunities to acquire more skills.
- ⍝ Opportunities to acquire computer knowledge.
- ⍝ Opportunities available to know more than one language.

Threats:
- ⍝ Lack of fluency in English language.
- ⍝ Lack of promotional development.
- ⍝ Failure to get successful training.
- ⍝ Lack of competency.

GOAL SETTINGS

Goal is a target and objective for future performance. Goal setting refers to setting of attainable goals for an organisation as well as for an employee. In general, goal setting is essential for all persons.

Steps:

- ☙ Specify your want
- ☙ Goals must be achieved
- ☙ There must be a desire
- ☙ Note down the goals
- ☙ Specify time limit
- ☙ Execution

Principles of effective goal setting:

- ☙ Desired result
- ☙ Believable
- ☙ Achievable
- ☙ Measurable
- ☙ Controllable
- ☙ Developmentable

Failure to set goal:

- ☙ Lack of confidence
- ☙ Fear to face failure
- ☙ Lack of big desire
- ☙ Fear to be isolated
- ☙ Lack of awareness in setting goals
- ☙ May not know the importance of goal

UNIT - II
PERCEPTION

Definition:

Perception can be defined as the process by which individuals organise and interpret their sensory impressions in order to give meaning to their environment. - Stephen P. Robbins

Perception can be defined as the process of receiving, selecting. organising, interpreting, checking and reacting to sensory stimuli or data" - Udai Pareek and others.

Factors affecting perception:

I) Internal factors:

❍ Needs and Desire   ❍ Personality   ❍ Expectations

❍ Beliefs   ❍ Experience

II) External Factors:

❍ Size   ❍ Intensity   ❍ Frequency

❍ Contrast   ❍ Status   ❍ Movement

❍ Novelty

ATTITUDES

Definition:

Attitudes are learned predispositions towards aspects of our environment. They may be positively or negatively directed toward certain people, service or institutions"-Munn.

Attitudes are likes and dislikes - Bem

Attitude is the persistent tendency to feel and behave in a favourable or unfavourable way towards some object, person, or ideas - Reitz.

Formation of attitudes:

Attitudes are not inherited. Attitudes are acquired or learned through classical and operant conditioning and social interaction. The formation of attitudes is broadly classified into two sources, namely

❍ Direct experience   ❍ Social learning

Theories of attitude formation:

A number theories have been proposed to understand the formation of attitude. The theories are based on the assumption that people seek consistency in their attitudes. There are four prominent theories. They are

❍ Balance theory   ❍ Congruity theory

❍ Cognitive theory   ❍ Affective cognitive theory

Factors involved in attitude formation:

1) Group factors

- ❑ Family ❑ Reference groups ❑ Social factors

2) Personality factors

3) Direct experience

Attitude measurement:

- ❑ Thurstone type of scale ❑ Likert scales
- ❑ Semantic differentials ❑ Kelly's repertory grid

Developing positive attitude:

"Be friendly and happy". A few ways to develop positive attitude are given below due to its importance.

- ❑ Pleasing personality ❑ Cultivate a smile ❑ Learn to communicate
- ❑ Tact ❑ Help someone out ❑ Voice modulation
- ❑ Give Honest Appreciation and avoid criticism.

ASSERTIVENESS

Assertiveness refers to a clear cut decisions. Clear cut decision helps to communicate information very easily. The success of a man in social life depends upon the facilities available for communication.

Self-assertiveness communication:

- ❑ Passive communication ❑ Aggressive communication
- ❑ Passive - Aggressive communication ❑ Assertive communication

Causes for failure:

- ❑ Inefficient ❑ Hesitate to take risk ❑ Untrained
- ❑ Lack of Basic talents ❑ Hesitant to work ❑ No encouragement
- ❑ Lack of confidence ❑ Fear ❑ Selfless
- ❑ Inability to know opportunities

UNIT - III
TEAM BUILDING

Team building can also refer to the **process** of selecting or creating a team from scratch. Team work is the concept of people working together co-operatively as in a sports team. Together every one achieves more. Team work divides the task and double the success.

Aspects of Team Building:

A popular theory of Carron defines four different areas of interest.

- Team Identity
- Team structure
- Team goals
- Team motivation

Models of Team Building or Process of Team Building:

- Forming Stage
- Storming Stage
- Norming Stage
- Performing Stage
- Adjourning Stage

Types of Teams:

Following are the different types of teams (groups)

1) Formal groups:

- Command group
- Task group
- Project group
- Committees

2) Informal groups:

- Friendship groups
- Interest groups
- Reference groups

LEADERSHIP

Allen "Leader is one who guides and directs other people. He must give effective direction and purpose".

Chester I. Bernard. "Leadership refers to the quality of the behaviour of the individual whereby they guide people on their activities in organised efforts".

Need for Leadership:

- Imperfect organisation structure
- Technological, economic and social changes
- Internal imbalances inspired by growth
- Nature of human memberships

Functions of Leadership:

1) Primary functions
   - ❖ Executive
   - ❖ Planner
   - ❖ Policy Maker
   - ❖ Expert Responsibility
   - ❖ External Group Representative
   - ❖ Controller of Internal Relation
   - ❖ Arbitrator and Mediator

2) Accessory functions
   - ❖ Exemplar
   - ❖ Symbol of the Group
   - ❖ Substitute for individual Responsibility
   - ❖ Ideologist

Basic Leadership styles:

- ❖ Autocratic leadership
- ❖ Democratic leadership
- ❖ Laiseez-fare leadership
- ❖ Paternalistic leadership

NEGOTIATION SKILLS

Negotiation is the process of co-operating with others to come to an agreement". The word negotiation is used as a process, generally consisting of communication or interaction. It involves two or more parties. These parties have conflicting goals or interests. The object is to reach an agreement or reconciliation.

Types of Negotiation:

- ❖ Managerial negotiation
- ❖ Commercial negotiation
- ❖ Legal negotiation

Guidelines for successful negotiation:

- ❖ Show respect
- ❖ Define the problem
- ❖ Seek a variety of solutions
- ❖ Collaborate
- ❖ Be reliable
- ❖ Preserve the relationship
- ❖ Communicate clearly

CONFLICT MANAGEMENT

Definition:

Thomas has defined Conflict as a process that begins when one party has negatively affected or is about to negatively affects something that the first party cares about.

Types of Conflicts:

- ○ Intrapersonal Conflict
- ○ Interpersonal Conflict
- ○ Inter group Conflict
- ○ Inter organisational Conflict

Levels of conflict:

- ○ Individual level conflict
- ○ Group level conflict
- ○ Interpersonal level conflict

Goal Conflict:

- ○ Approach   -   Approach conflict
- ○ Approach   -   Avoidance conflict
- ○ Avoidance   -   Avoidance conflict
- ○ Avoidance   -   Approach conflict

Sources of Conflict:

1) Structural factors:

- ○ Specification
- ○ Interdependence
- ○ Common resources
- ○ Goal differences
- ○ Authority relationships

2) Personal factors:

- ○ Skills and abilities
- ○ Personalities
- ○ Perceptions
- ○ Values and Ethics
- ○ Emotions

UNIT - IV
COMMUNICATION

Meaning:

The word communication is derived from the Latin word 'COMMUNIS' which means common. Thus, communication means, showing ideas in common.

Definitions:

Oxford English Dictionary: Communication is the action of conveying or exchanging information and ideas. It is a very simple definition and covers only one aspect (i.e.) conveying information and ideas.

Process or Elements of Communication:

❑ Sender   ❑ Message   ❑ Encoding   ❑ Channel
❑ Receiver   ❑ Decoding   ❑ Feedback

Functions of Communication:

❑ Information   ❑ Action   ❑ Order   ❑ Suggestion
❑ Persuasion   ❑ Education   ❑ Warning   ❑ Motivation
❑ Counselling   ❑ Morale boosting   ❑ Appreciation

Characteristics of a good communication:

❑ Clarity of communication   ❑ Feedback
❑ Completeness of message   ❑ Consistency of message
❑ Understanding receiver   ❑ Maintenance of co-ordination
❑ Use right medium   ❑ Use of informal organisation
❑ Evaluation

TRANSACTIONAL ANALYSIS

Transactional analysis is a social psychology and a method to improve communication. It is a theory of personality and a systematic psychotherapy for personal growth and personal change. It refers, to the method of analysing and understanding the interpersonal behaviour.

Kinds of transactions:

❑ Complementary transactions   ❑ Non complementary transactions
❑ Ulterior transactions

Benefits of Transactional Analysis:

- ❍ Developing positive thinking
- ❍ Motivation
- ❍ Organisational development
- ❍ Interpersonal effectiveness
- ❍ Training
- ❍ Morale and productivity

EMOTIONAL INTELLIGENCE

Meaning:

Emotional intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions both in ourselves and in our relationships.

Component of Emotional intelligence:

- ❍ Emotional self-awareness
- ❍ Self-motivation
- ❍ Social skills or relations management
- ❍ Emotional self-Management
- ❍ Social awareness

Types of Emotional Intelligence:

☑ Positive intelligence:

☺ Happiness ☺ Initiative ☺ Love ☺ Appreciation - are the competencies

☒ Negative intelligence:

☹ Unhappiness ☹ Angry ☹ Fearness -are the negative emotional intelligence.

STRESS MANAGEMENT

Meaning of Stress:

Stress is the body's way of reacting to any situation and it' can have a serious effect on an individual's life, if he/she fails to handle it on time, Stress is the pressures people feel in life due to their reaction to situation

Definitions:

Hany selye has viewed stress a the "non-specifically induced changes within a biological system"

Causes or sources of stress:

1. Individual Stressors:
- ❍ Role conflict
- ❍ Role ambiguity
- ❍ Work Load
- ❍ Life Events
- ❍ Personality Traits

2. Group Stressors:
- ❍ Lack of group cohesiveness
- ❍ Lack of social support
- ❍ Conflict in order to fully understand the sources of stress it is important to appreciate all the environmental and individual causes of stress.

Types of Stress:

1. Personal Stress:
- ❍ Family stress
- ❍ Health related stress
- ❍ Society related Stress

2. Work related stress:
- ❍ Lack of organisational skills
- ❍ Long work hours
- ❍ Setting high goals
- ❍ Personal Inadequacy
- ❍ Role conflicts
- ❍ Overload and deadlines

UNIT - V
SOCIAL GRACES

Social Conduct is the way a person behaves during his social interaction with others. Social grace refers to the general behaviour and attitude of being polite and welcoming to people.

Participating in Public Events:

❀ Preparing for the occasion   ❀ Physical Appearance

❀ Self-conduct in Social meeting   ❀ Arrival and departure from a social function

Social Etiquette:

Etiquettes are set of rules or conditions, which are expected to be followed in a society. It is an unwritten law. Following are the social etiquettes

❀ Participation in a social event   ❀ Interpersonal etiquettes

❀ Social Drinking etiquettes   ❀ Meal service and eating etiquette

❀ Social graces and customs

Social etiquettes are learned by following things:

❀ Common Sense   ❀ Parents Modeling to Children

❀ Books   ❀ Watching Others   ❀ Trial and Error

TABLE MANNERS

Table manners are a set of rules or Etiquettes that are meant for eating especially in groups. It not only deals with mere eating. It also defines about the type of Utensils to be used, Appropriate Dining table arrangements, choice of dishes, etc.

Forms of meal services:

There are 2 ways of serving meals.

❀ Meals on wheels:

It is commonly followed in India. The dishes are offered to the

❀ Self - Service (Buffet)

This method is a western impact and followed in dinner parties Guests themselves get their plate filled with the dishes from the table. This method is followed if only few persons are attending the function. It may not be appropriate for old people.

DRESS CODE

Appearance makes so much of impact of the person on others, as it even makes people judge about the person. It is surely the first impact of a person on other. Dress code explicitly defines the character of a person. Even the person himself takes it an opportunity to express his views.

Factors to be considered while dressing up:

❋ Choice of dress   ❋ Functional Convenience   ❋ Nature of Organisation

❋ Religious rules   ❋ Status   ❋ Situation

❋ Fashion   ❋ Economic affordability   ❋ Social customs

GROUP DISCUSSION

Group discussion is a discussion by and among a group of people. In Group Discussion the group is divided into two parts with a debate on a number of topics turn by turn.

Features of Group Discussion:

❋ Face to Face   ❋ Oral presentation   ❋ Selection aid

❋ More Participants   ❋ Psychological technique   ❋ Personal appraisal

❋ Informal group   ❋ Initiator   ❋ Objective

Types of Group Discussion:

Group Discussion be classified into three categories.

❋ Structured and Unstructured Group Discussion

❋ Chairman type of Group Discussion

❋ Role play

Topics of the Group Discussion:

❋ The controversial Group Discussion Topic

❋ The Abstract Group Discussion Topic

❋ The case study Group Discussion Topic

Key to success in Group Discussion:

❋ Attention   ❋ Knowledge   ❋ Language selection

❋ Body language   ❋ Communication skill   ❋ Control of emotions

❋ Listening   ❋ Leadership   ❋ Accept criticism

❋ Cooperation

INTERVIEW

Meaning:

The word interview is derived from interview meaning the sight between. It is an interaction between two or more persons for a specific purpose.

Interview is a conversation between two or more people where questions are asked by the interviewer to obtain information from the interviewee.

Elements of Interview:

- Truthfulness
- Sincerity of purpose
- Frankness
- Politeness
- Dedication
- Genuine desire to serve
- Self-confidence
- Desire to bring out a change for better.

Techniques of interview:

I. Pre interview stage:

1) Preliminary works
- Self-assessment
- Choosing the right company
- Choosing the right job
- Gathering information about jobs & company
- Preparing career history
- Maintaining the interview files
- Update and brush up your knowledge

2) Pre interview preparations:
- The interview Letter
- The Dress sense
- Punctuality
- Interface with other candidates

II. Interview Stage:
- Dress and Appearance
- Punctuality
- Body Language and Mannerism
- Frankness
- Speed and Accuracy
- Stress

III. Post Interview Stage:
- Initiation of the Interview
- Exploring the Matrices of Behaviour
- Assessing the Candidates Knowledge and Awareness
- Assessing Interpersonal and Social Qualities
- Final Stage