



Pondicherry University Directorate of Distance Education



MBA – 1st Semester Management Concepts and Organisational Behaviour

Presentation – 5 & 6 -19th & 20th March, 2022

Understanding Individuals in Organization



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Introduction:



- Study on individual Behaviour draws heavily on the discipline of psychology
- Attitude, Belief, Perception and Values inculcated and influence individual Behaviour.
- Individual behave differently depending upon their motivation, learning, values, perception they have..



- Difference in individual may be reflected in different types of behavior on their part.
- Individual behavior may be desirable or undesirable
- Difference behavior in an individual over time (intra-individual difference)
- Difference in behaviour among individual given the same set of stimuli (inter individual differences)

- **Individual Behaviour**

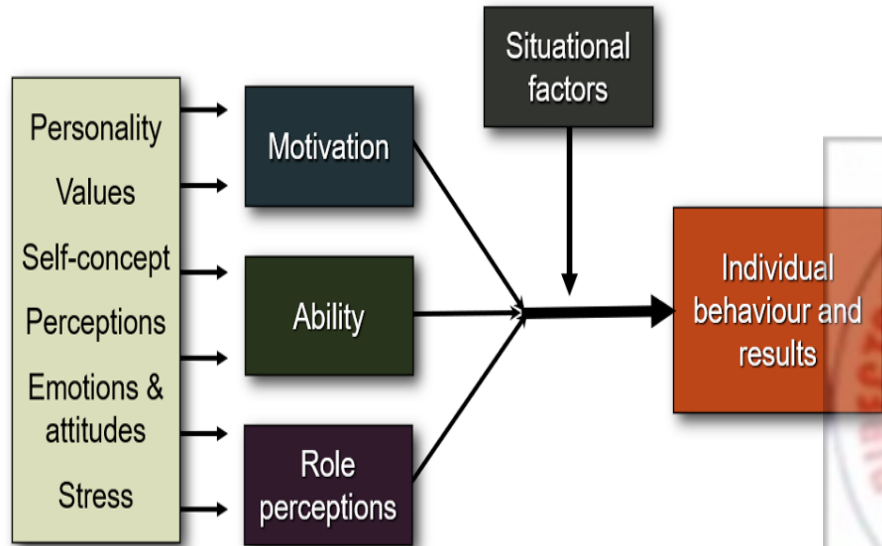


- “Individual behavior means some concrete action by a person
- Eg: How a teacher behave in the class reflects his behavior?
- How is a Manager behave?
- How is a Husband behave?

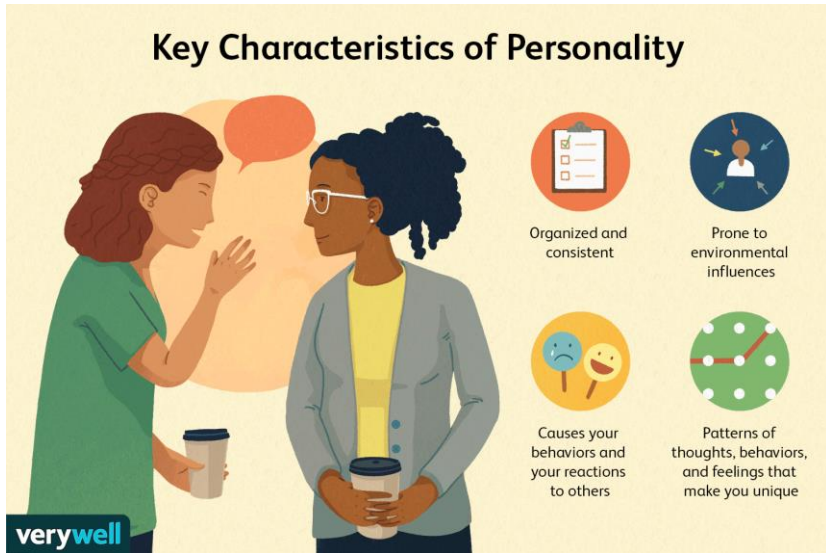
Factors influencing individual behavior?



- **Lies himself** – His instincts, personality traits and internal feelings
- **Outside Force:** (external environment) – Weather condition, events conveying some information, other people behavior influence his behavior
- **Other factors like:** Age, Sex, Education, Intelligence, Personality, Physical characteristics, experience values, family and cultural background



- **Situational variables also affect individual behaviour:** type of organization, nature of supervision, physical and job variables, methods of work, design of work and physical environment



- **Personality related factors:** Personality traits – dominance, aggressiveness, persistence, other qualities reflected
- Ability
- Perception
- Motivation
- Organizational factors
- Socio-cultural factors

Personality



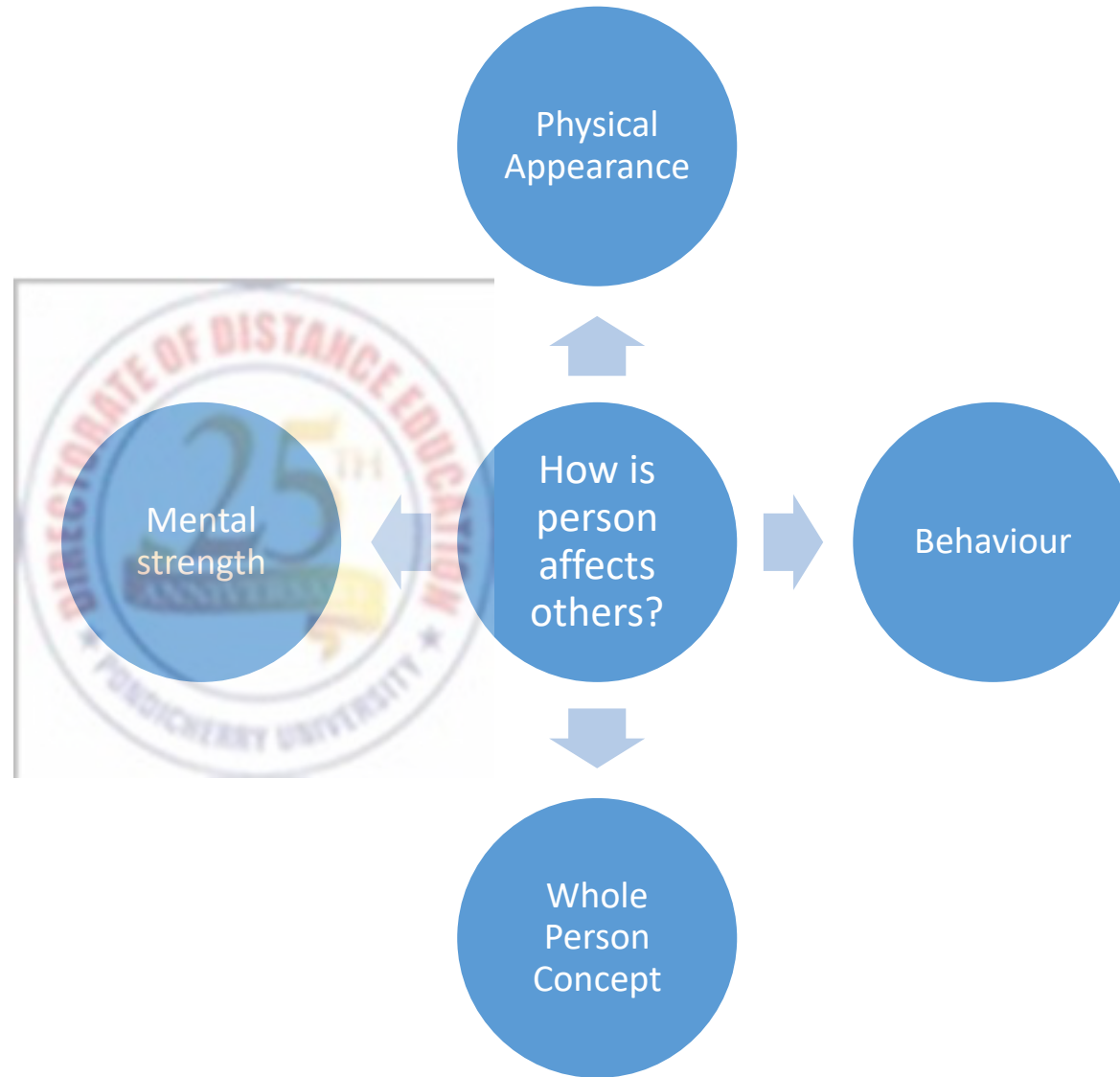
Personality:

- Personality has been derived from the Latin term 'Per sona' which means to 'Speak through'.

PERSONALITY TYPES KEY			
E	S	T	J
Extroverts	Sensors	Thinkers	Judgers
Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.	Sensors are realistic people who like to focus on the facts and details. They apply common sense and past experience to find practical solutions to problems.	Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.	Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.
I	N	F	P
Introverts	Intuitives	Feelers	Perceivers
Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.	Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.	Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.	Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

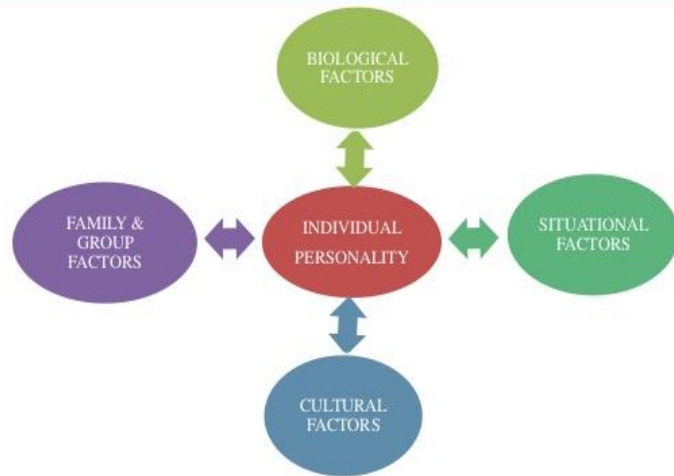
SOURCE: "Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type" by Paul D. Tieger, Barbara Barron, Kelly Tieger BUSINESS INSIDER

- Gordon Allport: "Personality is the dynamic organization with the individual of those psychological system that determine his unique adjustment to his environment"
- Fred Luthans: "Personality means how a person affects others and how he understands and views himself as well as the pattern of inner and outer measurable traits and the person situation interaction"



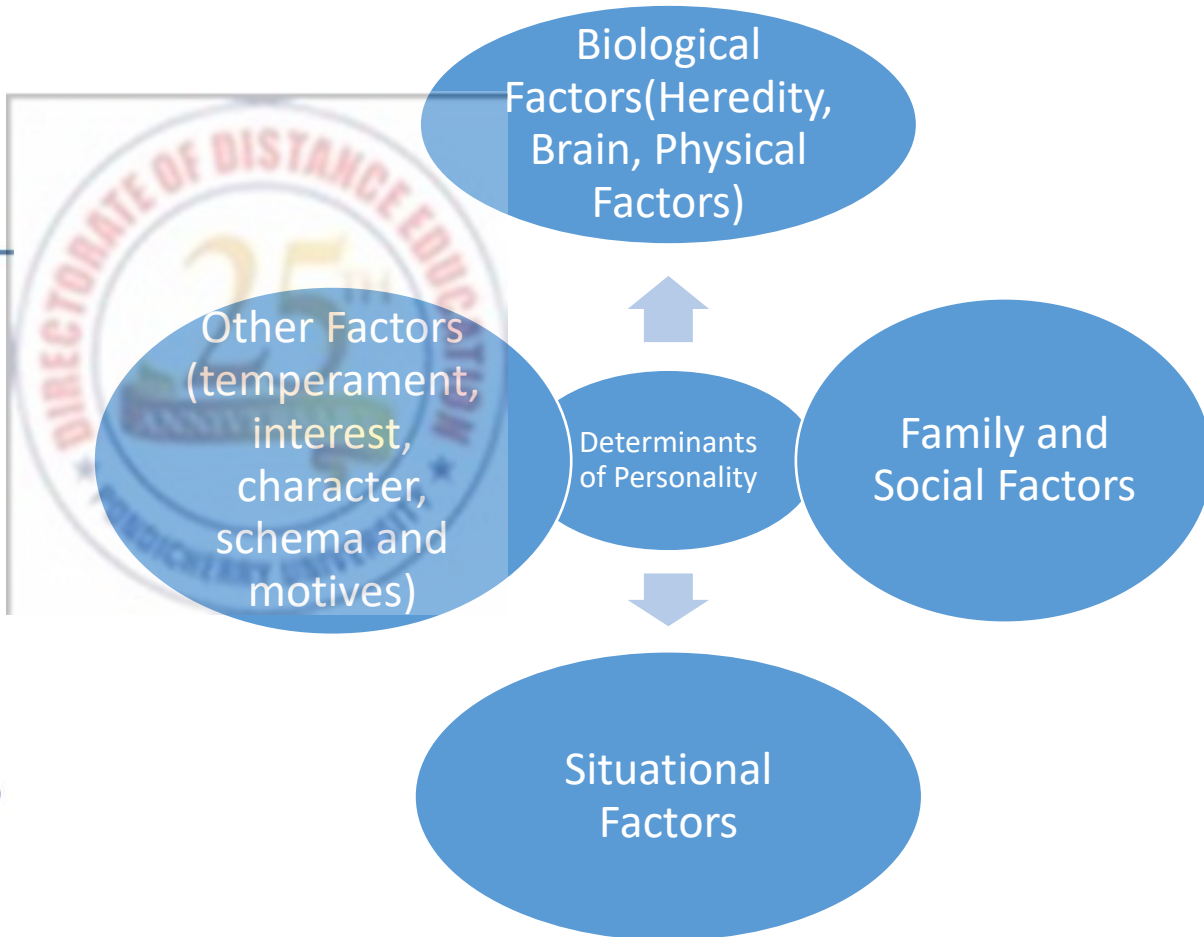
Determinants of Personality?

DETERMINANTS OF PERSONALITY



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Sl.No	16-Personality Traits	16-Personality Traits
1	Reserved	Outgoing
2	Less Intelligent	More Intelligent
3	Affected Feelings	Emotionally more stable
4	Submissive	Dominant
5	Serious	Happy go lucky
6	Expedient	Conscientious
7	Timid	Venturesome
8	Tough Minded	Sensitive
9	Trusting	Suspicious
10	Practical	Imaginative
11	Forthright	Shrewd
12	Self-assured	Apprehensive
13	Conservative	Experimenting
14	Group Dependent	Self dependent
15	Uncontrolled	Controlled
16	Relaxed	Tense

16 PERSONALITIES



INTJ



INTP



ENTJ



ENTP



INFJ



INFP



ENFJ



ENFP



ISTJ



ISFJ



ESTJ



ESFJ



ISTP



ISFP



ESTP



ESFP

PERSONALITY TYPES KEY



Extroverts

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.



Introverts

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.



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Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.



Thinkers

Thinkers tend to make their decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.



Feelers

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.



Judgers

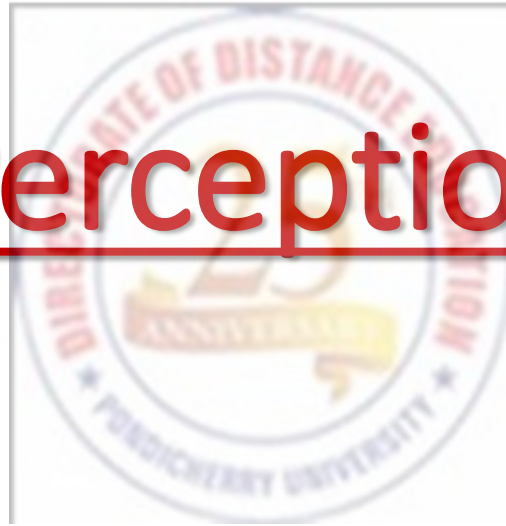
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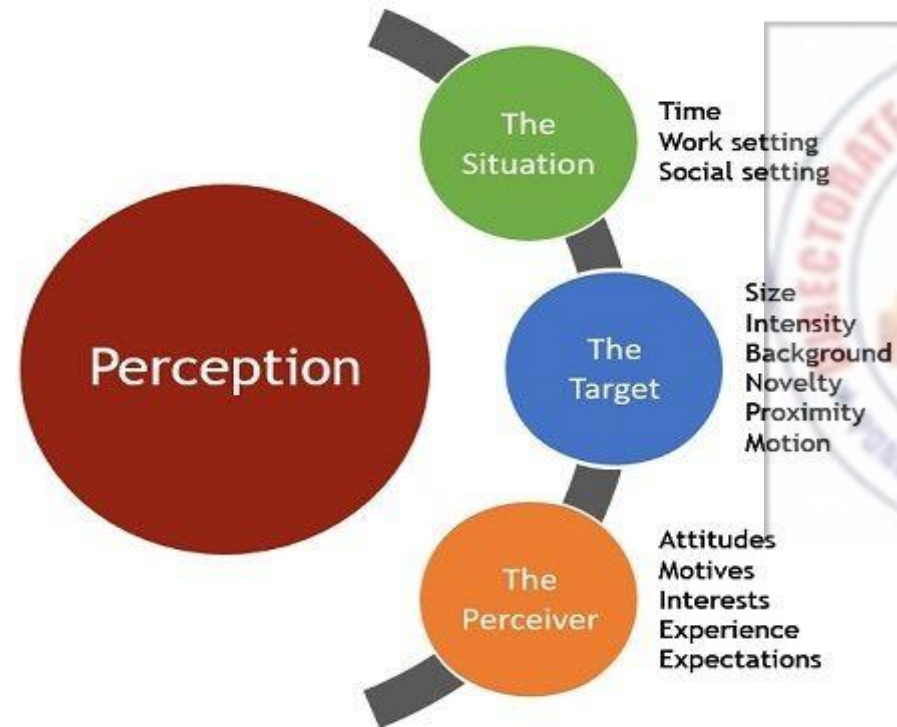
Perceivers

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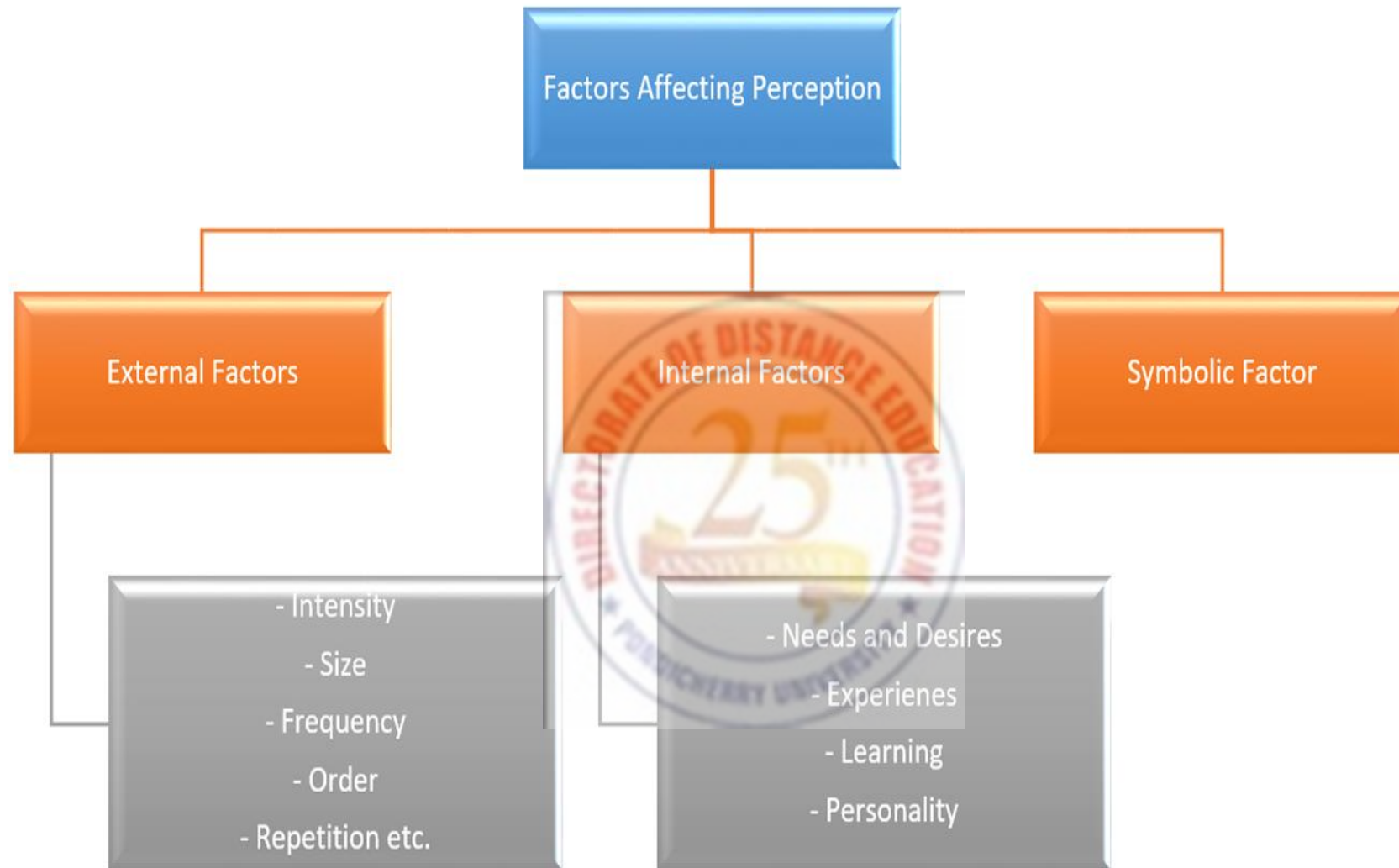
Perception



Perception:

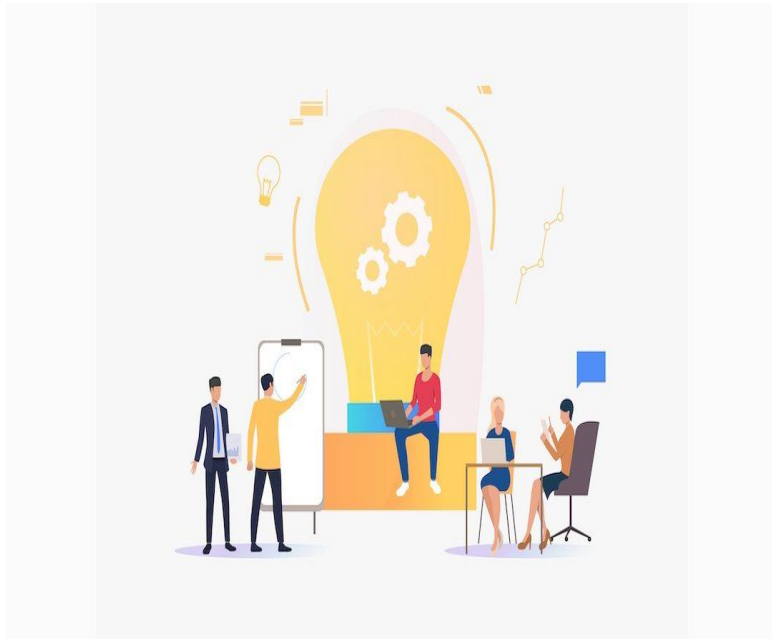


- Perception is the viewpoint by which one interprets a situation
- Example: A Railway Ticket Collector behavior with – Well dressed man and ill dressed man
- Perception of manager about employees
- Employees perception about managers



Learning

ER: Hilgard: “Learning as a relatively permanent change in behavior that occurs as a result of prior experience”



- **Change in behavior** indicates that learning has taken place and that learning is a change in behavior
- **Learning is change in behavior** through education, training , practice and experience- accompanied by acquisition of knowledge, skill and expertise which are relatively permanent
- Learning may be described as the **process of acquiring the ability to respond adequately to a situation** which may or may not have been previously encountered

Characteristics of Learning:



8 **CHARACTERISTICS OF SUCCESSFUL LEARNERS**
(especially homeschoolers!)

Leaders.
Student-led learning shows initiative in their interests and gifts.

Engage.
Successful learners engage with the world around them through all of their senses.

Question.
Question everything, and dig into the deeper answers.

Think.
Thinking for yourself is a trademark of a successful learner.

Driven.
Driven by interest, engagement and questions about the world around them, they strive to always learn more.

Push through.
Pushing through roadblocks, obstacles, and being a beginner all lead to successful learning.

Determined.
Determination is important when things go wrong or take longer than planned.

Self-Disciplined.
Taking control of their work, schedule, and learning are skills that take time, but serve all students well.

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- Learning involve a change, though not necessarily improvement in behavior
- Change in behavior must be relatively permanent
- Change in behavior's should occur at a result of experience, practice or training
- The practice or experience must be reinforced in order to learning to occur
- Learning is reflected in behavior
- A change in an individual thought process or attitude not accompanied by behaviour is not learning.

Attitude

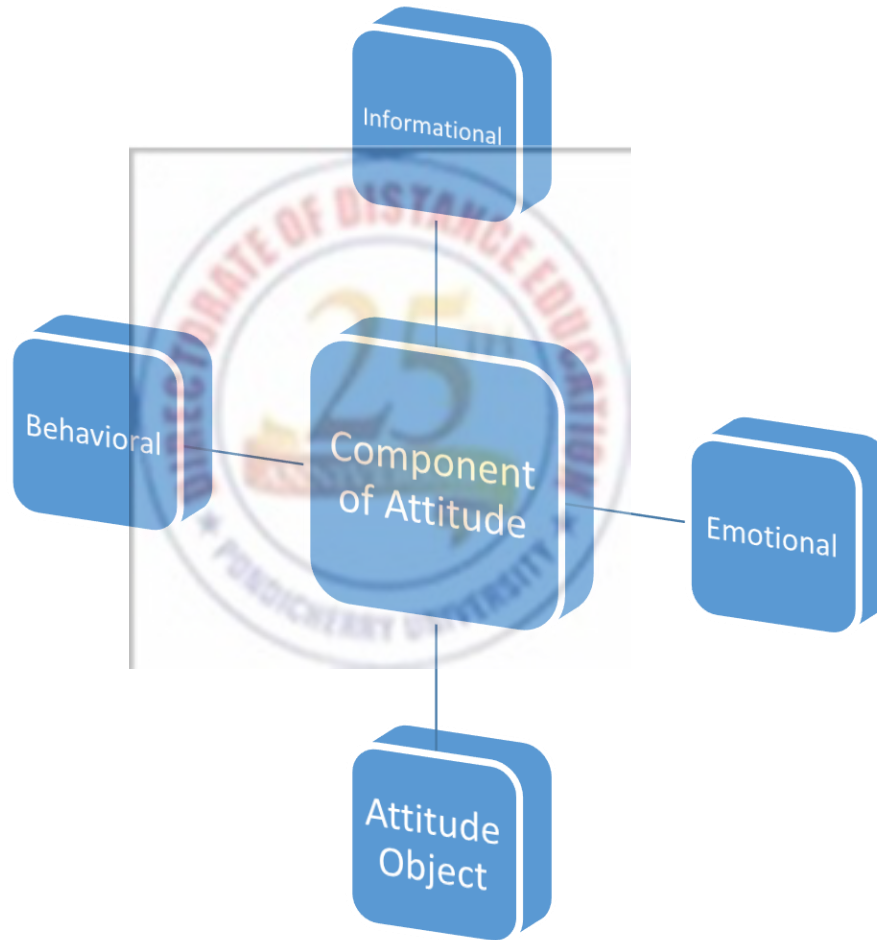


Introduction:



- Attitude constitute an important psychological attribute of an individual which shape their behavior
- An attitude may be defined as the way a person feels about something
 - A person
 - A place
 - A commodity
 - A situation
 - Or an idea

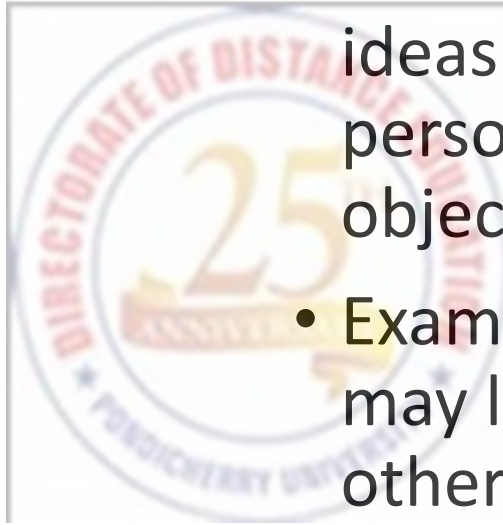
Component of Attitude?



Components of Attitude:

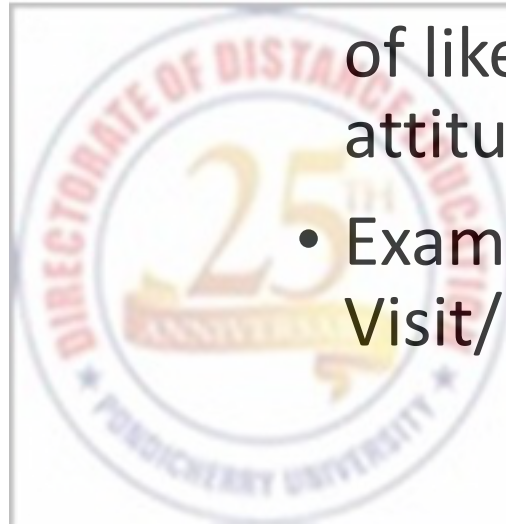
- **Cognitive or Informational Component**

- It consists of belief and values, ideas and other information a person has about the attitude object...
- Example: Person seeking a job may learn from newspaper and other people that a particular company is a good pay – master or not?



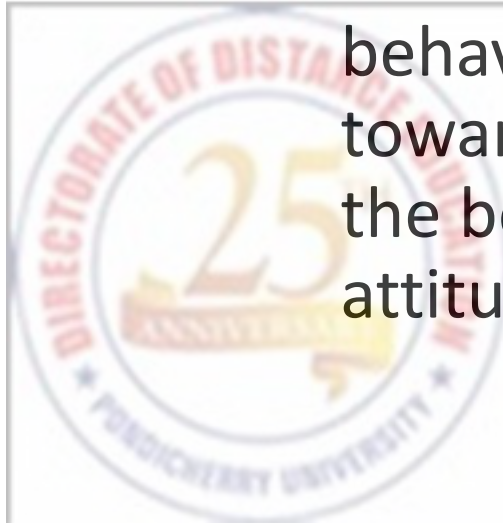
- **Affective or Emotional Component**

- It involves the person's feelings of likes and dislikes towards the attitude object
- Example: Your Boss/Place of Visit/Food



- **Behavioral Component:**

- The tendency of a person to behave in a particular manner towards the attitude object is the behavioral component of an attitude



Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Cognitive component

The opinion or belief segment of an attitude.

Affective Component

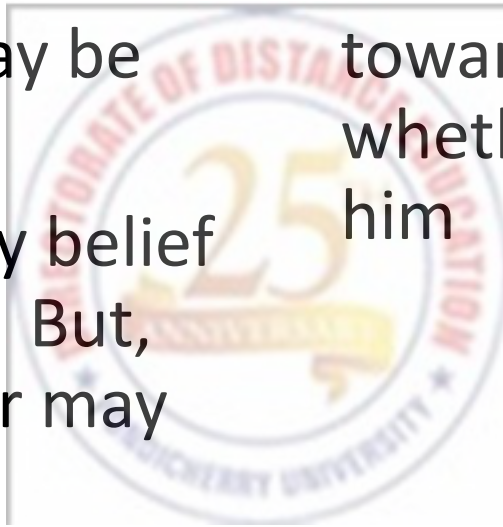
The emotional or feeling segment of an attitude.

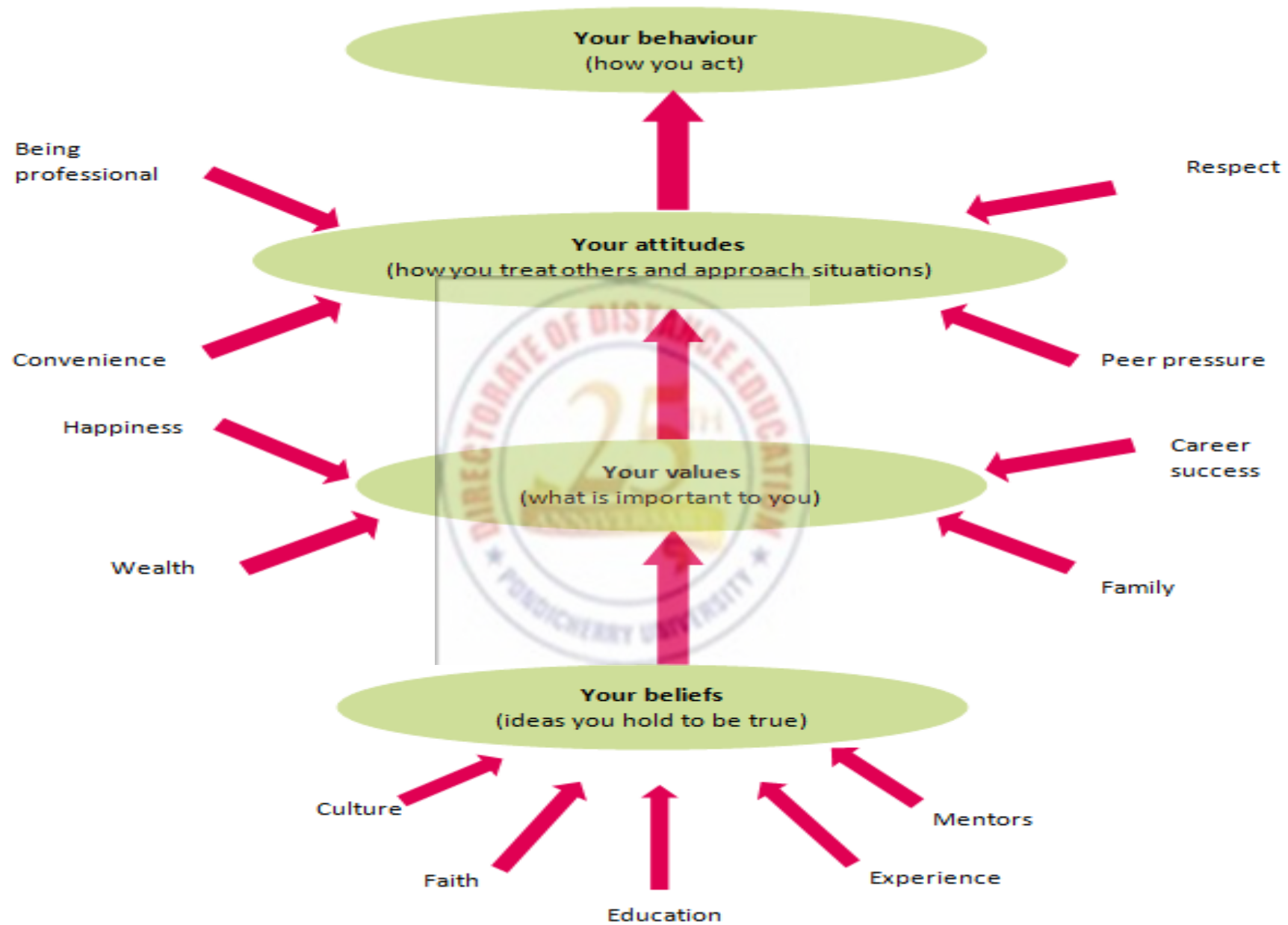
Behavioral Component

An intention to behave in a certain way toward someone or something.

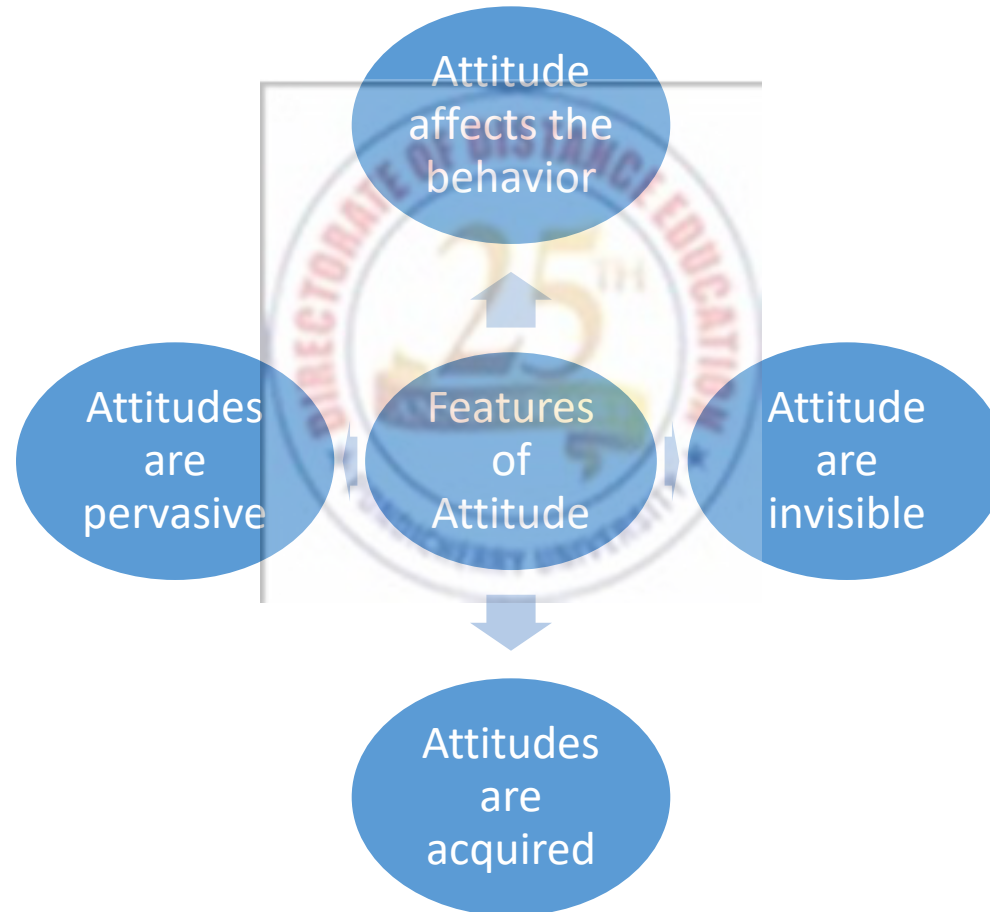
Attitude and Beliefs

- **Belief:** reveals what one supposes to be true- It may be about anything
- Example: Subordinate may believe his superior to be honest. But, in fact the superior may or may not be honest
- **Attitude** of the subordinate towards the superior reveals whether he likes or does not like him

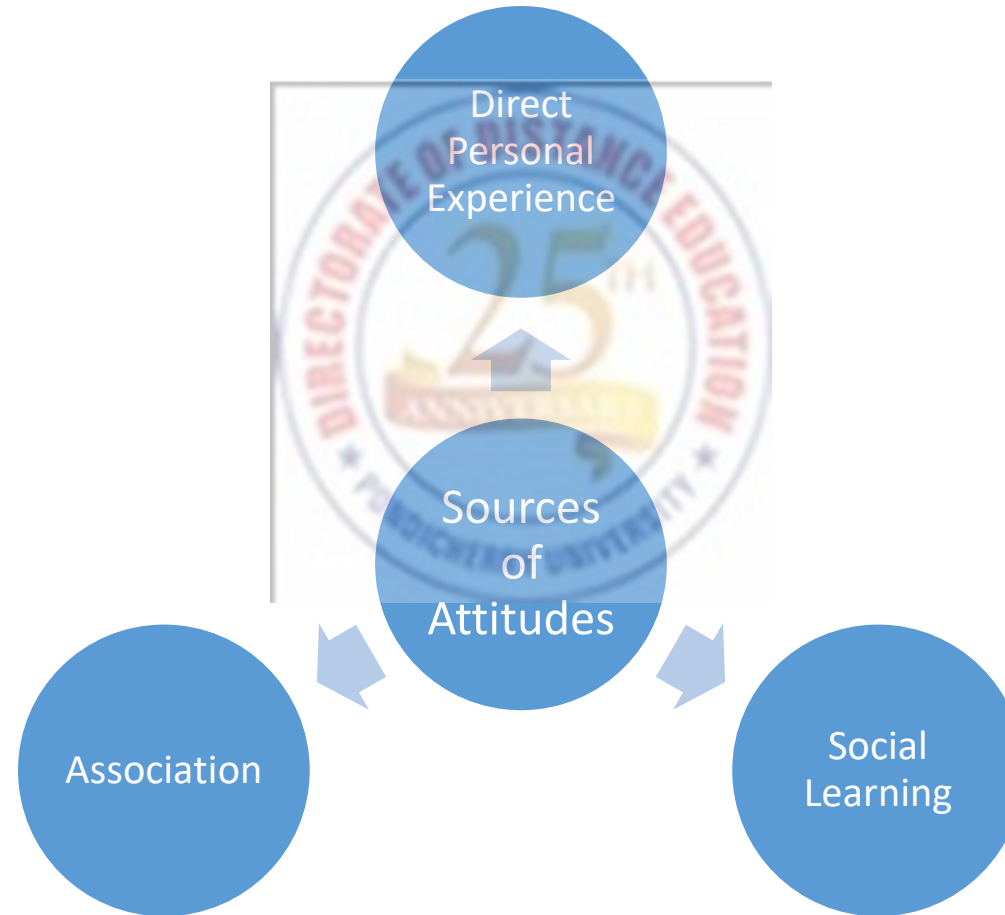




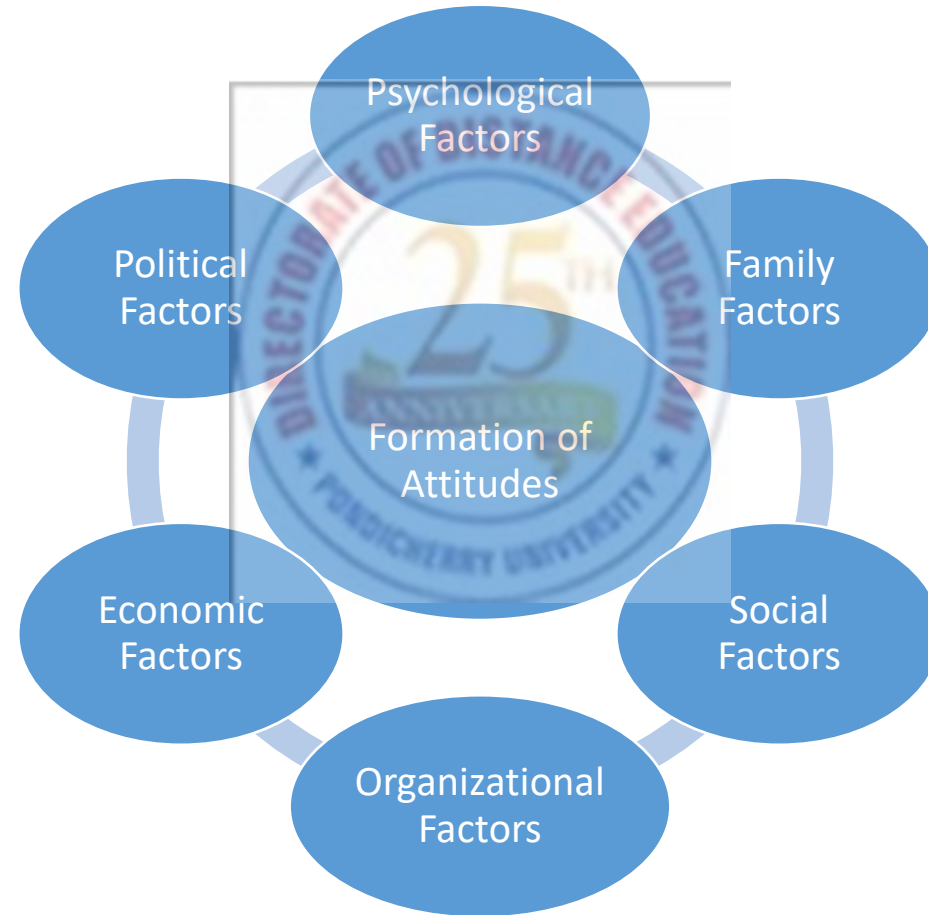
Features of Attitude:



Sources of Attitudes:



Formation of Attitudes:



Measurement of Attitudes:

Thurston Attitude Scale

Likert's Scale Techniques

Opinion Surveys

Interviews





Presentation-6

Business Communication



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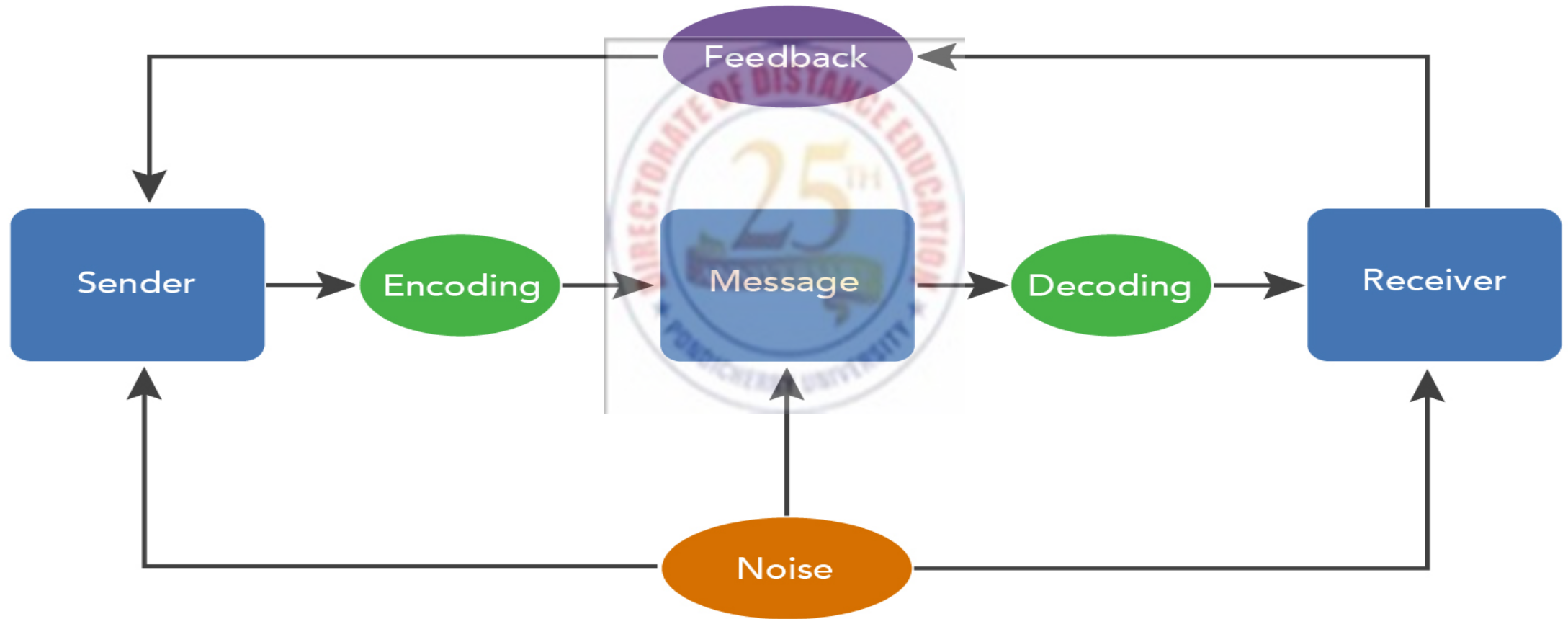
Introduction:

- Communication derived from the Latin Word “Communis” – Means Commonness
- Communication is the process of passing information and understanding from one person to another to bring about commonness of interest, purpose and efforts”
- Hudson: “Communication in its simplest form is conveying of information from one person to another”
- Geroge Terry: Communication is exchange of facts, opinions or emotions by two or more persons”

Objectives of Communication:

- Interchanging ideas, thoughts, facts for mutual understanding
- Expectation of reaction from other person by passing the message
- Superior-subordinate relationship
- All the levels of management applies communication to achieve goal of the organization and individual
- Creating mutual understanding and unity for the purpose
- To provide information, skill and understanding for group efforts
- Cooperative relationship

Communication Process:



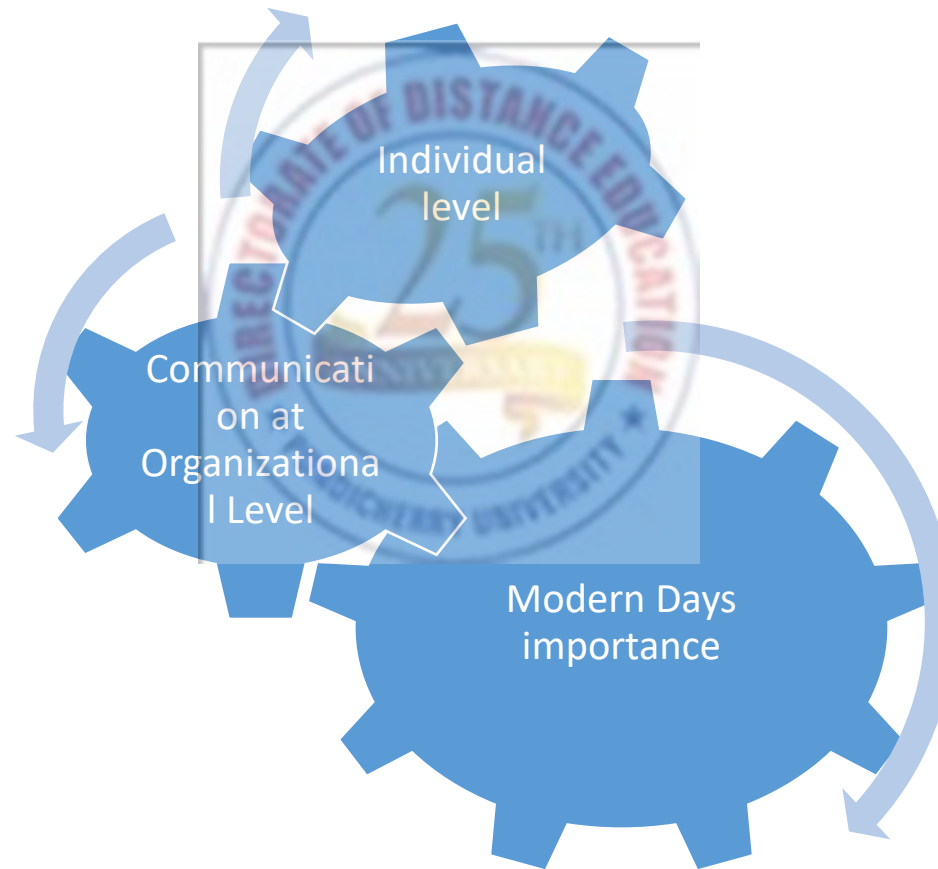
Steps/Elements/Process of Communication

Steps	Process	Actions
1.	Communicator – Sender	Start Communicating – convey message- serve as source and initiative the process
2.	Message	Message is the body or subject matter of communication – it contains words, symbols, pictures and some other form to make the receiver understandable
3.	Encoding	The Communicator or sender of information expresses his idea into words, symbols, or sign or gestures to convey the message
4.	Communication Channel	Media through which the messages passes – from sender to receiver – may be formal or informal, written or oral etc. – Message transmitted to the receiver through channel of communication

Continues...

Steps	Process	Actions
5.	Receiver	One who receive the message – without which the communication is incomplete
6.	Decoding	The receiver of the message decodes the message to derive meaning from the message
7.	Feedback	The reaction- replay – response receiver of the message sends to the senders is call feedback

Significance of Communication:



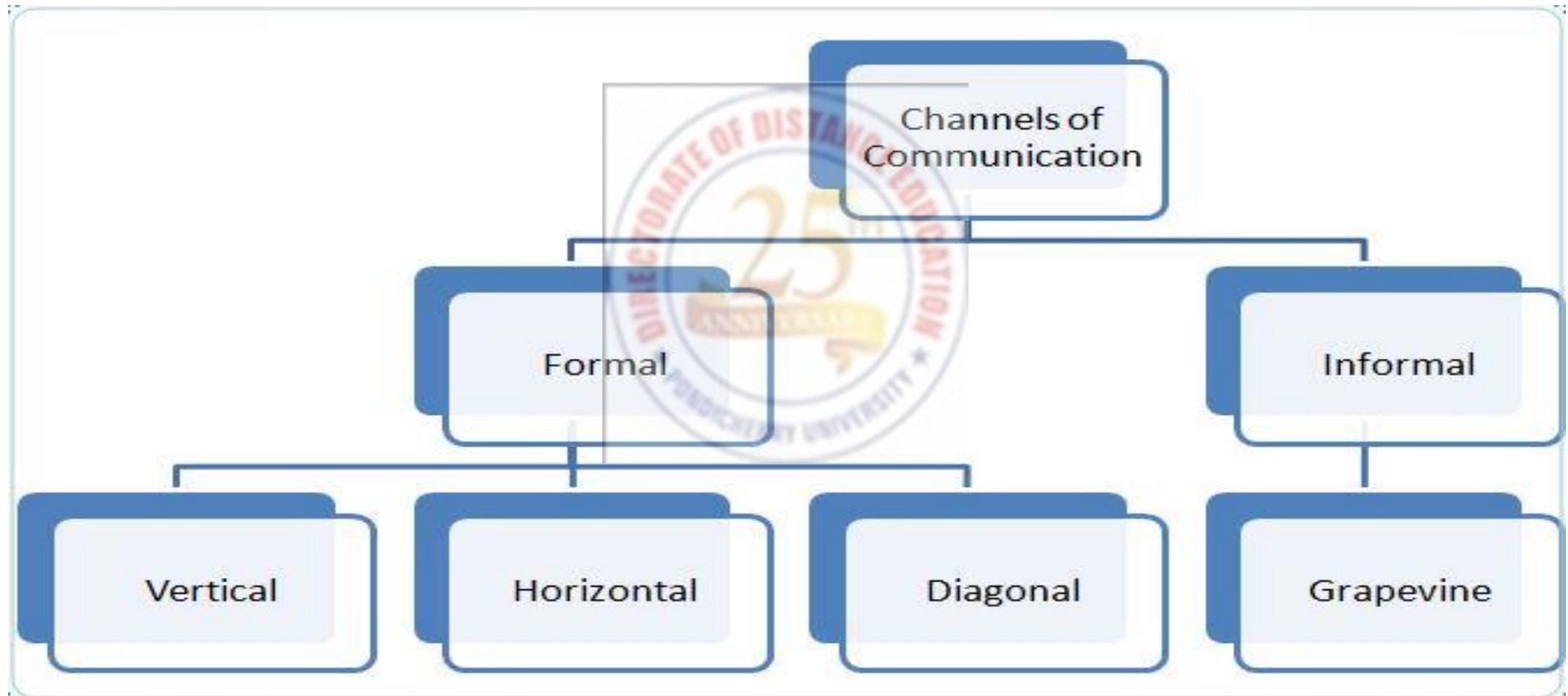
Modern Days importance of Communication:

- Global Business Environment changing
- Large-scale business Operation
- Technological Developments
- Role of Information (KPO/BPO)
- Change in management style
- Need for better relation and higher motivational level
- Increasing social role

Significance of Communication:



Channel of Communication



Types of Communication:



Barriers of Communication:

- Badly Expressed Message



- **Screening or Filtering:** the Transmission of message



GETVOIP

- **Inattention** – Some people fail to read, listen, delay in transmission



- Unclarified assumption:
- The message are not clarified – misunderstanding may arise between sender and receiver



- **Resistance to Change:** Human beings by nature prefer to avoid disturbances in their daily routine and generally resist new ideas – they want to maintain status quo



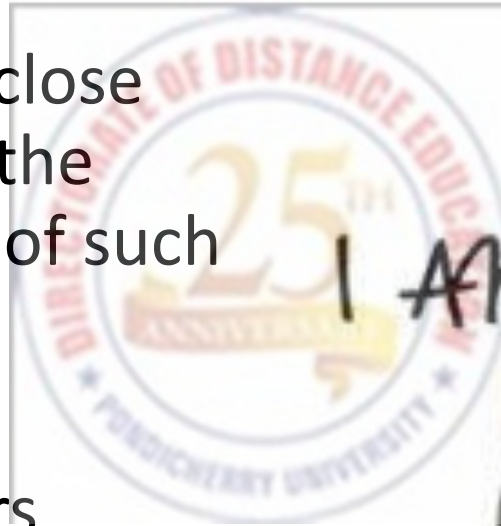
- **Mutual Distrust:**

- Effective communication is not possible when there is a lack of confidence, mutual understanding between superior and subordinates



- **Status and Position:**

- Subordinates may not disclose the facts fully because of the fear of the consequences of such disclosure
- Subordinates seek avoid clarification from superiors



- **Complex Organizational Structure:**
- Involving several layers of supervision
- Organization distance between workers and top management



How to make communication more Effective?

- Principle of clarity of message
- Completeness of message
- Understanding the receiver
- Principle of feedback
- Principle of attention
- Principle of integrity
- Principle of strategic use of informal communication
- Proper timing
- Economy
- Consideration Human factor
- Clarity of communication
- Adequacy of communication
- Consistency in Communication

