



**Manonmaniam Sundaranar University**

**Directorate of Distance and  
Continuing Education  
Tirunelveli – 627012, Tamil Nadu.**

**M.A.ECONOMICS  
(Second Year)**

**PERSONALITY DEVELOPMENT  
(SECS31)**

***Compiled by***

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# PERSONALITY DEVELOPMENT

**Course Objectives:**

1. To mark the students able and effective leadership and personality development
2. To learn the self-evaluation skill

Unit	Details
<b>I</b>	Concept of Personality, Personality - Definition and meaning, Importance, Leadership and Management, Leader vs Manager, Essential qualities of an effective leader
<b>II</b>	Personality Characteristics Personality: Concept and Definition, Determinants of personality, Personality traits, Personality characteristics in organization
<b>III</b>	Self-evaluation Self- evaluation, Locus of control, Self-efficacy, Self-esteem, Self monitoring: Positive and negative Impact. Organizational Context of Leadership and Personality - Contemporary Business Leaders.
<b>IV</b>	Qualities of Personality Development Body language - Problem-solving - Conflict and Stress Management - Decision-making skills - Character building - Team-work – Time management - Work ethics and etiquette
<b>V</b>	Aspects of Employability Resume building- Interactive session – Facing the Personal (HR & Technical) Interview – Self Introduction - Psychometric Analysis - Mock Interview Sessions.

Text Books
Parikh, M., & Gupta, R. K. (2010). Organisational behaviour. Tata McGraw Hill Education Pte. Limited.
Mullins, L. J., & McLean, J. E. (2019). Organisational behaviour in the workplace. Harlow: Pearson.

## UNIT - I

### INTRODUCTION

Personality is multidimensional concept. It is unique set of traits, behaviors and characteristics that define who we are and how respond with our surroundings. Here, we will see definitions, nature, characteristics of personality, personality tests with the help of authentic sources. “Personality” word comes from the Latin word “persona” which means a mask worn by an actor.

### DEFINITIONS

1. “Personality is the dynamic organization within the individual, of those psycho-physical systems that characterize his/her characteristic adjustment to the environment” (Allport, 1937).
2. “It refers to the unique and consistent pattern of thinking, feeling, and behaving” (Pervin, 1996).
3. Raymond Cattell defines personality as “the traits that predict a person’s behaviour” (Cattell, 1950).
4. According to the American Psychological Association, “Personality refers to individual differences in characteristic patterns of thinking, feeling, and behaving” (APA, 2023).
5. “It is the sum total of all biological, innate dispositions, impulses, tendencies, appetites and instincts of the individual and the acquired dispositions and tendencies acquired by experiences” (Prince, 1924).
6. “It is the more or less stable and enduring organization of a person’s character, temperament, intellect, and physique that determine his unique adjustment to his environment” (Eysenck, 1952).
7. “Personality usually refers to the distinctive patterns of behaviour (including thoughts and emotions) that characterize each individual’s adaptations to the situations of his life or her life” (Mischel, 1981).
8. “It is generally defined as an individual’s unique and relatively stable patterns of behaviour, thoughts, and emotions” (Baron, 1993)

### CHARACTERISTICS OF QUALITY MANAGERS

Quality managers (or good managers) are those managers who continuously strive for success and ultimately achieve it. Though success of managers depends on their own characteristics as well as on the contextual variables which affect their working as discussed earlier, managers having characteristics of quality managers tend to be successful even in unfavourable situations as they have qualities to convert unfavourable situations into favourable situations. Various academicians and practitioners have made attempts to describe characteristics of quality/ effective/successful managers. As a result, there is lot of literature on this issue. In a comparatively recent publication, Rao has identified dimensions of managers

who make a difference: versatility, efficacy, internality, values, creativity, interpersonal engagement, team building, time and talent management, communication and motivation, and leadership styles. Based on this and other literature, it may be concluded that the characteristics of quality managers are as follows:

**1. Professional Competence.** Professional competence refers to having thorough knowledge of the field concerned. In the case of management, professional competence involves being well-versed in management principles and how these principles can be applied in the given situations.

**2. Belief in High Achievement.** Quality managers have belief in high achievement. They have internal locus of control implying that they feel that they can control situations and the situations cannot control them. They have a feeling that if others can do something exceptional, they can also do the same way. This belief instills confidence in them for doing better and better.

**3. Creativity.** Creativity involves conceiving of original and unique alternatives to the solution of a problem. Creativity is required because nature of problems goes on changing requiring innovative solutions.

**4. Analytical Skills.** Managers have to work in complex situations which contain both significant and insignificant factors. With analytical skills, quality managers may be able to identify those factors which are more relevant for their work.

**5. Decisive.** Quality managers are quite decisive. They make decisions after careful analysis of the contextual variables well in time. They do not waver between 'what to do' or 'what not to do' in a given situation.

**6. Excellent Communication Skills.** Communication involves sharing of ideas and understanding with others. In order to understand others and making himself understood by others, excellent communication skills are required. Further, persuasive communication may influence others favourably.

**7. Leading from the Front.** Quality managers lead from the front. They do not speak about themselves but their work speaks on their behalf. This feature leads the followers to follow the leaders enthusiastically.

**8. Openness.** Quality managers have quality of openness. They are change-prone and not change-resistant. Being open, they appreciate any idea which is fruitful and accept it from whatever source it comes.

**9. High Integrity.** Quality managers have high integrity and adopt ethical practices in all types of decisions and dealings. Similarly, they expect the same pattern to be followed by others.

**10. Team-based Approach.** Quality managers adopt team-based approach. For work performance, they adopt 'give and take' approach. They believe in developing themselves as well as others.

## **LEADERSHIP DEFINITION:**

“Leadership is the exercise of authority and making of decisions” – Dubin, R. Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. It is the practice of influence that stimulates subordinates or followers to do their best towards the achievement of desired goals.

Leadership is defined as —the process whereby one individual influences other group members towards the attainment of defined group or organizational goals. Other group members towards the attainment of defined group or organizational goals.

**According to Hollander,** —Leadership is a process of influence between a leader and those who are followers.

**According to Hamphill and Coons,** —Leadership is the behavior of an individual when he is directing the activities of a group toward a shared goal.

## **QUALITIES OF AN EFFECTIVE LEADER**

Good leadership is essential to business, to government and to the numerous groups and organisations that shape the way we live, work and play. Having a great idea, and assembling a team to bring that concept to life is the first step in creating a successful business venture.

While finding a new and unique idea is rare enough; the ability to successfully execute this idea is what separates the dreamers from the entrepreneurs. And this is where leadership transforms potential into reality.

Leaders are a key human resource in any organization. We generally think of companies competing by means of their products, but they probably compete more by means of their leaders than their products.

Better leaders develop better employees and the two together develop better products. The importance of leadership in management cannot be overemphasized. To get things done by people, management must supply leadership in the organization.

Team-work is essential for realizing organizational goals. Managers must influence the team for work accomplishment through leadership. Secondly, leadership aids authority.

To gain a further insight into the importance of leadership in business success I recently had the privilege of speaking to Mark Bilton, founder of Thought Patrol and one of Australia's leading authorities on the subject matter.

Mark has journeyed from Sales Assistant to multi-national CEO and led transformational change across many industries. His last turnaround was as Group Managing Director of Gloria Jean's Coffees, leading forty countries. He is now on a mission to hack leadership and humanize the workplace.

Mark's impressive track record of taking broken businesses in diverse industries and turning them around seems to make his case. Whilst he speaks to seemingly 'soft' principals they drive hard commercial results.

Below he shares his thoughts on what he believes to be the top 8 most common characteristics of great leaders.

### **1. Collaborative**

Transparency builds trust; if you are connected to your team and genuinely interested in their participation and welfare, they will join you in your quest. People own what they help to create.

### **2. Visionary**

Hoffer said that —The leader has to be practical and a realist yet must talk the language of the visionary and the idealist.¶ Therein lies the balance. Leaders must live in the future state and carry the vision yet engage in the purposeful motivation and practical realities of the present.

### **3. Influential**

The key to successful leadership today is influence, and not in 'command and control' authority. We live in a new day, a digital age with a new set of rules. Influence comes from listening not talking, from taking time to earn respect and in being gracious and yet persuasive.

### **4. Empathetic**

We are all flawed human beings; we all have our bad days. Leaders, who recognise that he or she is leading complete people and not just managing for an outcome, will engender a huge amount of loyalty, engagement and productivity. Treating others, as we would like to be treated, is a universal principal that's worked well for over 2000 years!

## **5. Innovative**

Innovate or die' is a truism that is probably more relevant now than in anytime since the industrial revolution. As Dr. Gary Hamel so rightly says; Management innovation is going to be the most enduring source of competitive advantage. There will be lots of rewards for firms in the vanguard.

## **6. Grounded**

Leaders need to be centered and balanced if they are to be effective and resilient. We need to be mindful to look after ourselves so that we can effectively serve others. We are Body, Soul and Spirit and each leader will need to tend to their own foundational well being, in order to be sustainable in the cauldron of the modern workplace.

## **7. Ethical**

Dispassionately choosing your moral framework sounds like an odd business success driver. Very few choose to go off the path to corruption or excess, it is usually an incremental slide. Making a stand early may save you, and others, a world of hurt and is a more sustainable life and business choice. Often it's as simple as doing what you say you will do.

## **8. Passionate**

The stony face leader that shows no emotion is a relic of the Industrial Age. Genuine passion for your people and purpose is a great motivator that builds momentum. An engaged and empowered team led with clear vision and purpose by a passionate leader is a force to be reckoned with. Whilst these seem like soft words they resonate with me at a human level. Listening to Mark talk reminded me of the culture I like to work in; of the leaders I know who are worth working for. Maybe he is onto something, his impressive track record of saving businesses in \_\_mission impossible \_\_ scenarios would indicate he is. I think he has a message that leaders need to hear and one very relevant for our fast moving business world.

## **NATURE AND CHARACTERISTICS:**

1. Leadership is a personal quality.
2. It exists only with followers. If there are no followers, there is no leadership.
3. It is the willingness of people to follow that makes person a leader.
4. Leadership is a process of influence. A leader must be able to influence the behaviour, attitude and beliefs of his subordinates.
5. It exists only for the realization of common goals.
6. It involves readiness to accept complete responsibility in all situations.
7. Leadership is the function of stimulating the followers to strive willingly to attain organizational objectives.
8. Leadership styles do change under different circumstances.
9. Leadership is neither bossism nor synonymous with management.

## **LEADERSHIP STYLES OR TYPES OF LEADERS:**

The term 'Leadership Styles' refers to the consistent behaviour pattern of a leader as perceived by people around him. Every leader develops a pattern in the way he handles his subordinates or followers in various situations. The leadership style is the result of the philosophy, personality and experience of the leader. It also depends upon the types of followers and the conditions prevailing in an organization.

According to their attitude and behaviour patterns leaders are classified as under:

1. Autocratic or Authoritarian Style Leader
2. Laissez-faire or Free – Rein Style Leader
3. Democratic or Participative Style Leader
4. Paternalistic Style Leader

**1. Autocratic or Authoritarian Style Leader:** Under this style, the leader expects complete obedience from his subordinates and all decision-making power is centralized in the leader. No suggestions or initiative from subordinates is entertained. The leader forces the subordinates to obey him without questioning. An Autocratic Leader, in fact, no leader.

**2. Laissez-faire or Free – Rein Style Leader:** Under this type of leadership, maximum freedom is allowed to subordinates. They are given free hand in deciding their own policies and methods and to make independent decisions. The leader provides help only when required by his subordinates otherwise he does not interfere in their work. The style of leadership creates selfconfidence in the workers and provides them an opportunity to develop their talents. But it may not work under all situations with all the workers and under all situations. Such leadership can be employed with success where workers are competent, sincere and self-disciplined

**3. Democratic or Participative Style Leader:** Under this style, the supervisor acts according to the mutual consent and the decisions reached after consulting the subordinates. Subordinates are encouraged to make suggestions and take initiative. It provides necessary motivation to the workers by ensuring their participation and acceptance of work methods. Mutual trust and confidence is also created resulting in job satisfaction and improved morale of workers. It reduces the number of complaints employee's grievances, industrial unrest and strikes. But this style of leadership may sometimes cause delay in decisions and lead to indiscipline in workers.

**4. Paternalistic Style Leader:** This style of leadership is based upon sentiments and emotions of people. A paternalistic leader is like a father to his subordinates. He looks after the subordinates like a father looks after his family. He helps, guides and protects all of his subordinates but under him no one grows. The subordinates become dependent upon the leader.

## **LEADERSHIP FUNCTIONS:**

Following are the important functions of a leader:

- 1. Setting Goals:** A leader is expected to perform creative function of laying out goals and policies to persuade the subordinates to work with zeal and confidence.
- 2. Organising:** The second function of a leader is to create and shape the organization on scientific lines by assigning roles appropriate to individual abilities with the view to make its various components to operate sensitively towards the achievement of enterprise goals.

**3. Initiating Action:** The next function of a leader is to take the initiative in all matters of interest to the group. He should not depend upon others for decision and judgement. He should float new ideas and his decisions should reflect original thinking.

**4. Co-ordination:** A leader has to reconcile the interests of the individual members of the group with that of the organization. He has to ensure voluntary cooperation from the group in realizing the common objectives

**5. Direction and Motivation:** It is the primary function of a leader to guide and direct his group and motivate people to do their best in the achievement of desired goals. He should build up confidence and zeal in the work group.

**6. Link between Management and Workers:** A leader works as a necessary link between the management and the workers. He interprets the policies and programmes of the management to these subordinates and represents the subordinates' interests before the management. He can prove effective only when he can act as the true guardian of the interests of the subordinates.

## **IMPORTANCE OF LEADERSHIP:**

The importance of leadership in any group activity is too obvious to be overemphasised. Wherever there is an organized group of people working towards a common goal, some type of leadership becomes essential. A good dynamic leader is compared to a 'dynamo generating energy' that charges and activates the entire group in such a way that near miracles may be achieved. The success of an enterprise depends to a great extent, upon effective leadership.

The importance of leadership can be highlighted from the following:

**1. It improves motivation and morale:** Through dynamic leadership managers can improve motivation and morale of their subordinates. A good leader influences the behaviour of an individual in such a manner that he voluntarily works towards the achievement of enterprise goals.

**2. It acts as a motive power to group efforts:** Leadership serves as a motive power to group efforts. It leads the group to a higher level of performance through its persistent efforts and impact on human relations.

**3. It acts as an aid to authority:** The use of authority alone cannot always bring the desired results. Leadership acts as an aid to authority by influencing, inspiring and initiating action.

**4. It is needed at all levels of management:** Leadership plays a pivotal role at all levels of management because in the absence of effective leadership no management can achieve the desired results.

**5. It rectifies the imperfectness of the formal organizational relationships:** No organisational structure can provide all types of relationships and people with common interest may work beyond the confines of formal relationships. Such informal relationships are more effective in controlling and regulating the behaviour of the subordinates. Effective leadership uses these informal relationships to accomplish the enterprise goals.

**6. It provides the basis for co-operation:** Effective leadership increases the understanding between the subordinates and the management and promotes cooperation among them.

### **LEADERSHIP QUALITIES OF ABRAHAM LINCOLN:**

Most of the leaders who surround us lead their companies and businesses, day after day, in an anonymous and silent way. Other people have or have had a major influence on many people because of their notoriousness: they are “worldwide” leaders, as was the case of such a legendary man as Abraham Lincoln.

#### **Emotional intelligence and empathy**

President Lincoln was aware of the importance of establishing bonds with his electorate. From the very first day he tried to gain the respect of those who knew him and during his presidency, citizens could go visit him in his office. No leader is born a leader. Unlike other presidents that were generals or governors, Lincoln did not have experience leading teams and yet no one questioned his leadership.

## **Communication**

Much of Lincoln's success throughout story was due to his ability to communicate and connect with others. The iconic US president was a renowned storyteller, who could get his audience involved in his stories and vision of his projects. To be a leader is essential to establish oneself as a good communicator and know how to convey messages clearly.

## **Social skills**

Besides empathy and emotional intelligence, the ability to mix with others is a characteristic trait of good leaders and their skills to persuade and lead teams. During the American Civil War, Lincoln formed a cabinet composed of political rivals, in whom he put his faith. A strong leader knows when to rely on others and is able to recognize the success of his team above his own. If you want to develop the skills of negotiation and conflict resolution, we suggest that you practice with the negotiation simulator Merchants.

## **Motivation**

Motivation possibly is the most characteristic lesson from leadership. Sharing and spreading the passion for a project is vital to get support from a team and work together to achieve objectives and goals. Lincoln had his principles always clear and struggled to put them into practice throughout his career.

## **Inspiring trust**

A leader can't really be a leader if he doesn't convey a positive message. In the recent movie about Lincoln directed by Steven Spielberg, the First Lady tells her husband: "No one is loved as much as you by the people. Don't waste that power!" Abraham Lincoln took her advice and always tried to inspire trust to voters with an optimistic attitude.

## **Accepting criticism and advice**

Lincoln was a politician open to criticism and debate. He empowered his leadership through dialogue with the American society of the time and used the opinion of others to self-

correct mistakes and improve his public image. The US President accepted advice but also followed his own instinct whenever he thought it wise.

### **LEADERSHIP QUALITIES OF MAHATMA GANDHI:**

Few men have ever had as much of an effect on our world as Mohandas Gandhi. He was charismatic, deliberate and analytical. He was a politician, a writer, an intellectual and an orator. Without doubt he was a complex man, believing in simple things. Gandhi would teach us countless lessons about life, leadership and much more. Gandhi learnt his Leadership skills during his years in South Africa, and honed them in India.

He was naturally charismatic. He had a "feel" for his Follower's needs which was uncannily correct. But he did develop formal tools and methods to become a better Leader over time. He had a rock-solid value system from which all of his activities stemmed, he wanted to make major changes at every turn in his life, and he had a totally interdependent relationship with his followers. As a man of action, he used the 4 E's throughout his life: Envision, Enable, Empower, and Energize. Although there are many traits and behaviors that caused the success of Gandhi, the research has a few picked ingredients:

#### **1. Leadership by examples**

Gandhi's greatest ability was to walk his talk at every level and in every way. India continues to be a nation of many diverse nationalities but never did they so unanimously identify with another leader as they identified with Gandhi and this was across classes and communities which were even more sharply divided than they are these days. He practiced what he preached at every possible level. Be it how he dressed like the poorest Indian with a hand woven cotton cloth that barely covered his body and had the simplest of watches and glasses. When it came to personal possessions, unlike today's leaders he had the barest of minimum.

#### **2. Treatment to others**

His letters and writings to other great leaders in India, the world and even to young children never had a patronizing or "holier-than-thou" element but always looked at everyone as equals. Leaders who have put their interests over the organizations they created have prospered

as individuals but always at the cost of the institution they built or worked for. He made an effort to truly understand his people. He spoke from their point of view...from what motivated them. It has been said that, when he spoke publicly to large audiences it was like he was speaking to you individually.

### **3. Persistence**

A critical success for Gandhi was the support he got across the nation and in the international community. A significant part of this was due to his extraordinary persistence once he had articulated his vision and his methods. His determination in following through on what he preached was often at cost to his own well-being.

### **4. Constant Growth**

Gandhi would understand the importance of continual growth in his life. Despite being an accomplished leader in his community, he continually sought out greater understanding through much study of religious scripture. As a leader, one must also understand the need for constant growth.

### **5. Strength Is Not Shown Through Muscle Power**

Gandhi displayed great strength, not through using his strength to force others to bend to his will, but by using nonviolent means to achieve his goals. As a leader, it is a very simple matter to leverage on your position or your authority to coerce people to bend to your will. However, it is your true strength as a leader that can persuade and convince people to follow you with their hearts. Learn to use respect to win people over, instead of using power to bend people to your will. The force of power never wins against the power of love. Right Against Might...Mahatma.

### **6. An Eye for An Eye Will Only Make The Whole World Blind**

History can attest to the fact that most human conflicts have been as a result of a stubborn approach by our leaders. Our history would turn out for the better if our leaders could just learn that most disputes can be resolved by showing a willingness to understand the issues of our opponents and by using diplomacy and compassion. No matter where we live, what religion we

practice or what culture we cultivate, at the heart of everything, we are all humans. We all have the same ambitions and aspirations to raise our family and to live life to its fullest. Our cultural, religious and political differences should not provide the backbone to invoke conflicts that can only bring sorrow and destruction to our world.

## **7. Become the Change, We Want To See**

A great leader always leads with an exemplary life that echoes his ideals Mahatma Gandhi sacrificed his thriving law practice and adopted a simple life to live among the millions who lived in poverty during his freedom struggle. Today, we see modern leaders cajoling the masses with promises that they never intend to keep - let alone practicing what they preach in their own lives. One cannot bring world peace to all unless a leader demonstrates peaceful acts of kindness daily.

## **8. Reasonable**

Even after stating that India would be divided over his dead body, he realised that partition was inevitable as the only solution to the Hindu-Muslim divide, and accepted it. Although Gandhi was a man of faith, he did not create any specific dogma for his followers. Gandhi believed in the unity of all mankind under one God, and preached Hindu, Muslim and Christian ethics.

## **9. Strategist**

Ideas travel very fast. Gandhi is a fascinating figure. He was a wonderful strategist, showman and leader. He had an amazing public relations network and a very good relationship with the press then. For instance, the Dandi march, if Gandhi had gone there quietly, it would just not have made an impact. He knew he had to create an event to make an impact and so he took his followers on a march that stirred popular imagination of the time. He had a total understanding of the human psychology and used it along with his public relation skills.

## **10. Discipline**

Mahatma believed that challenging his self discipline heightened his commitment to achieving his goals. He was a focused leader that had a "Do or Die" attitude. He 'would free

India or die in the process. Mahatma would do extraordinary things to improve his discipline and his commitment. Gandhi's entire life story is about action, to bring about positive change. He both succeeded and failed in what he sought to do, but he always moved forward and he never gave up the quest for improvement, both social and spiritual, and both for individuals and for the Nation as a whole. Today, Gandhi is remembered not only as a political leader, but as a moralist who appealed to the universal conscience of mankind. He changed the world.

## **LEADERSHIP QUALITIES OF DR. B. R. AMBEDKAR:**

Dr. B. R. Ambedkar was a great and dynamic personality having inspirational life from childhood till the last movement. He has various qualities like efficiency, honesty, revolutionist, long visionary attitude, leadership, non violent attitude and ambitious thoughts. These qualities made him as ideal for young generation. Young generation can get inspiration from his personality and accomplish the successful journey of life. It is indirectly development of the nation.

### **Leadership Quality:**

Dr. B. R. Ambedkar was not only a leader of untouchables but also was a successful politician. He and his friends founded a new political party called 'Independent Labour Party' in August 1936. His party won 15 seats in Central Legislative Assembly. In which he won the election by large margin of votes in February 1937. As a leader of labours he argued and opposed the Industrial Disputes Bill proposed by B. G. Kher's ministry. He argued against nomination of untouchable community as Harijans with Congress. Ambedkar was appointed on the Defense Advisory Committee and the Viceroy's Executive Council as Minister for Labour. His reputation as a scholar led to his appointment as free India's first, Law Minister and Chairman of the committee responsible to draft a Constitution.

As Dr. Ambedkar urged for the fair and pure politics and became a politician for social development, young generation also can participate in politics directly or indirectly for the transparent politics.

### **Supporter of Non Violence:**

He fought against the upper castes, ethical bindings, social bindings, legal issues etc. and fetched human rights to the untouchables and poor. He selected legal, non violent and democratic method for his all battles. He stated “Ahimsa Permo Dharma is an extreme doctrine”.

Young generation have physical and mental ability at highest stage in young age. They can create the nation or to destruct it within short span of time. So young generation has to adopt the right and legal method to represent the issues and get the justice with non violent method.

### **Ambitiousness:**

He had strong desire and ambition to escape the untouchables from crucial behaviour of upper castes. So he fought until his last breath and fetched a new age for depressed castes. He identified the secret of achievement that he expressed in his own words – “One should always cherish some ambition to do something in the world. The alone rise that strive”.

Youngsters also have to be ambitious for the suitable goal. Our small achievement is contribution in whole. And that is nation’s development.

### **Conclusion:**

Dr. B. R. Ambedkar was a dynamic personality. His life and his thoughts inspire to the young generation. There is need to promote him as an ideal for young generation, so that youngsters can achieve the desired goal and help the nation to become super power.

## **LEADERSHIP QUALITIES OF JRD TATA**

In what is possibly the biggest business news story of the year, Ratan Tata has replaced Cyrus Mistry as the chairman of the Tata Group. He will be serving as interim Chairman for four months, until the board finds another candidate. The 78 year old began his career with the Tata Group in 1961, and spearheaded the company from a \$1.5 billion market cap to a \$100 billion market cap. The legendary scion has been an inspiration for leaders across the world.

1. He is a visionary. When he joined the group, it was barely doing any business outside India. Even though many opposed him, he maintained that the company had to go global. Today half of Tata’s revenues come from overseas. Under his leadership Tata acquired brands like Tetley, Jaguar Land Rover, and Taj Boston.

**2.** He is known for his humility, and there are countless examples. He started out working as a blue collar employee for Tata Steel. He personally visited the families of the 80 employees who were affected because of the 26/11 attacks. He remembers almost everyone by their first names, and is not dismissive. There are many examples of how attentive he is, and he is well loved by all who know him.

**3.** He is a decision maker. A famous quote of his is “I don’t believe in making the right decisions. I take decisions and then make them right.”

**4.** He inspires people. Tata does well because its employees and management adhere to its values. Ratan Tata has made sure that the huge conglomerate sticks to the Tata values. The mission of the company is “to improve the lives of the communities we serve globally.”

**5.** He is a risk taker. He has made big moves like launching the Tata Nano, and acquiring the second largest steel-maker in Europe.

“A life without excitement, ups and downs is too much boring and dull. You need to be a storyteller to your grandchildren, why don’t prepare for that from now? We get this life only once, experience every aspect of it. No one ever has grown without falling once; fail as many times as you can, then only you can succeed. So quit complaining and start exploring,” he has said.

**Check Your Progress:**

<b>Q.NO.</b>	<b>Short Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Define Personality and explain its core meaning. How do "heredity" and "environment" interact to shape an individual's unique personality traits?	K1	CO1	PO1
2.	List and briefly describe the Essential Qualities of an effective leader. Focus on both technical competence and soft skills like empathy and integrity.	K2	CO2	PO2
3.	Explain the Importance of Personality in a workplace setting. Why is "Personality-Job Fit" crucial for reducing employee turnover and increasing productivity?	K2	CO1	PO2
4.	Distinguish between a Leader and a Manager based on their approach to risk and change. Use a brief table to highlight at least five differences.	K4	CO2	PO4
5.	Describe the concept of Leadership in a modern organizational context. How does a leader influence a group toward the achievement of a common goal?	K3	CO3	PO3
<b>Q.NO.</b>	<b>Essay Type Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	"All managers are not necessarily leaders, and all leaders are not necessarily managers." Critically analyze this statement by comparing the Sources of Power (Formal vs. Informal) for both roles.	K5	CO4	PO4
2.	Evaluate the Essential Qualities of an Effective Leader in the context of a crisis. Which qualities—such as decisiveness, communication, or emotional intelligence—become most critical when an organization faces high uncertainty?	K4	CO1	PO2
3.	Discuss the Significance of Personality in determining leadership style. How might an "extroverted" leader differ from an "introverted" leader in their decision-making process and team interaction?	K5	CO5	PO4
4.	Compare and contrast Leadership and Management. While management focuses on "complexity" and "order," leadership focuses on "change" and "vision." Evaluate why an organization needs a balance of both to survive in the long term.	K1	CO2	PO1
5.	Deeply examine the Meaning and Nature of Personality. Discuss the "Big Five" personality traits (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) and their relevance to management.	K5	CO3	PO4

## UNIT – II

### NATURE OR CHARACTERISTIC FEATURES

1. **Dynamic Organization-** Psychological elements within a personality system are interrelated but not fixed; they interact and adapt to changes in the environment or personal circumstances. This means that while different aspects of personality can influence each other, they are not rigid and can evolve over time. Consider an individual who is generally introverted (a trait) but becomes more outgoing in a new social group (change in behaviour due to the dynamic interaction of traits and situation). Their introversion might be temporarily overridden by their interest in making new friends, illustrating how psychological elements dynamically interact and adapt to new contexts.
2. **Psycho-physical Systems-** Personality traits, emotions, intellect, and character are grounded in biological processes, including neurological and endocrine systems. These psychological elements are influenced by the brain's functioning and hormonal changes. A person with high levels of the hormone cortisol (often associated with stress) might experience higher levels of anxiety and a more neurotic personality. Conversely, someone with balanced hormone levels and effective emotional regulation may display a more stable temperament. This illustrates how psychological traits are connected to biological systems.
3. **Unique-** Each individual has a distinct personality, shaped by a unique combination of traits, experiences, and personal history. Two siblings raised in the same environment may have different personalities due to their unique experiences and genetic predispositions. One sibling might be more outgoing due to early social experiences, while the other might be more reserved due to different social interactions or temperament.
4. **Consistent Pattern-** An individual's personality is reflected in consistent patterns of behaviour across different situations, meaning that they tend to react similarly in comparable circumstances. A person who is generally conscientious will consistently demonstrate organizational skills and attention to detail at work, in academic settings, and in their personal life. Their conscientiousness leads them to maintain high standards and responsibility across various domains.
5. **Thinking (Cognition), Feeling (Affect), Behaving (Behaviour)-** Personality encompasses how people think, feel, and behave. These three aspects are interconnected and contribute to an

individual's overall personality. A person who is optimistic (cognition) might frequently feel happy and enthusiastic (affect) and engage in proactive behaviours like taking on new challenges (behaviour). This integrated approach shows how cognitive, emotional, and behavioural components work together to form a person's personality.

## **DETERMINANT**

### **1) Biological Factors:**

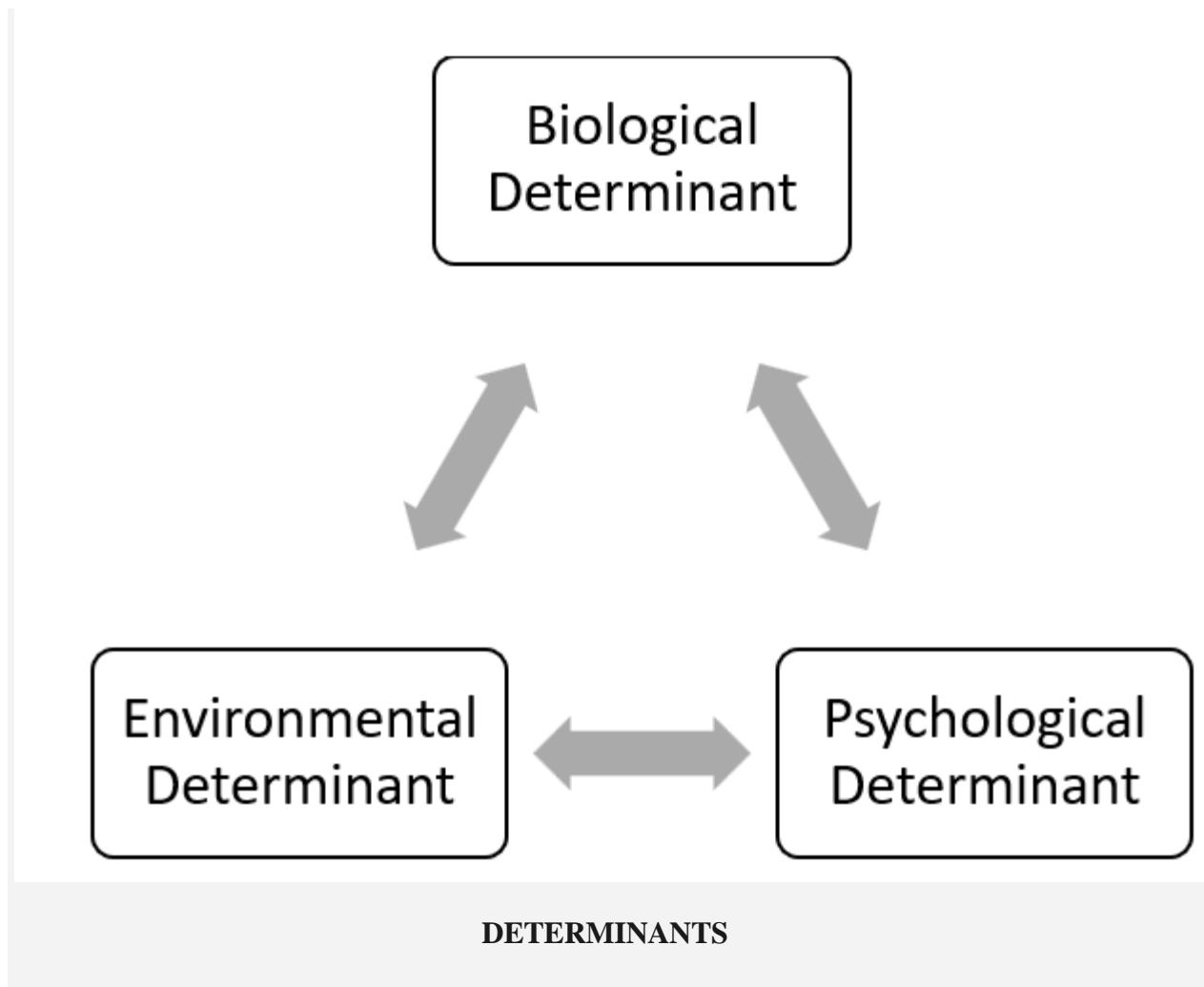
- Body Built,
- Physical defect,
- Physical attractiveness,
- Health Conditions

### **2) Psychological Factors:**

- Intellectual Determinants
- Emotional Determinants
- Excessive Love and Affection
- Self-disclosure
- Aspiration and Achievements
- Achievements
- Goal Setting

### **3) Environmental Factors:**

- Social Acceptance
- Social Deprivation
- Educational Factors
- Family Determinants
- Emotional Climate of Home and Ordinal Position
- Size of the Family



## **METHODS TO STUDY PERSONALITY**

1. Self-report Inventories- Standardized questionnaires where individuals report on their own thoughts, feelings, and behaviours.
2. Q-Sort Tests- A technique where individuals sort statements into categories based on how much they feel the statements describe them.
3. Rating Scales- Tools used to assess the intensity or frequency of behaviours, feelings, or attitudes, often on a numerical scale.
4. Behavioural Observations- Systematic observation of behaviour in real-life or controlled settings to gather data on actions and interactions.
5. Interviews- Direct, often structured, conversations to gather detailed personal information from respondents.

6. Projective Techniques- Indirect assessments where individuals respond to ambiguous stimuli, revealing unconscious thoughts or feelings (e.g., Rorschach Inkblot Test).
7. Biological Measures- Assessments that use physiological or neurobiological data (e.g., brain scans, hormone levels) to understand psychological processes.
8. Document Analysis- Examination of written or recorded materials to analyse historical, personal, or organizational information.

## **CHARACTERISTICS OF A ‘GOOD’ PERSONALITY THEORY**

- Understanding individual differences- A theory should explain variations in behaviour, personality, and cognition among individuals.
- Predicting behaviour- It should help predict how people will behave in different environments like home, school, work, and social settings.
- Testability- The theory should be empirically testable, allowing researchers to validate or challenge its concepts through scientific methods.
- Growth and adaptability- The theory should evolve by integrating new research findings and responding to constructive criticism over time.
- Wide applicability- It should be broadly applicable to various contexts, populations, and cultures to ensure its relevance and utility across diverse settings.

## **SIGNIFICANCE OR IMPORTANCE OF PERSONALITY DEVELOPMENT:**

Most people underestimate the importance of having a pleasing personality. Majority think it just means being born good-looking, that there isn't anything much to do about it. But this is not true. The scope of personality development is quite broad. It includes knowing how to dress well, social graces, grooming, speech and interpersonal skills. Whatever your career, these are very important skills that will promote your objectives.

To better appreciate its importance, some of the key benefits of developing your personality include the following:

- a. **Confidence:** Personality development gives more confidence to people. When you know you are appropriately attired and groomed, this makes you less anxious when meeting a person. Knowing the right things to say and how to conduct yourself will increase your confidence.

- b. **Credibility:** Personality development makes people more credible. Despite the saying that you don't judge a book by its cover, people do tend to judge people by their clothing and how it is worn. This does not mean buying expensive clothes. We all know people who look shabby in expensive clothes. There are also people who look great even if their attire is inexpensive. Because of this, you must know what to wear and you must be aware of other aspects of enhancing your physical features.
- c. **Interaction:** Personality development encourages people to interact with others. Studies have consistently shown that people communicate more openly with people they are comfortable with. If your hygiene and social graces are unrefined, then expect to have a much harder time connecting with people.
- d. **Leading and Motivating:** Personality development enhances the capacity to lead and motivate. A person with a winning personality will be able to motivate better. People are less likely to get bored, and our ideas will have more credibility. We can lead better if we project an aura of confidence and credibility.
- e. **Curiosity:** A single wrong word can destroy a business relationship. Knowing the right things to say shows both respect and intellectual sophistication. This is especially the case if you are dealing with foreigners or if you conduct business outside the country. The right thing to do in our country could be horrible blunders in a different culture. These are the soft skills that may break or make a deal.
- f. **Communication skills:** It improves your communication skills. People are more receptive to what you say if they are impressed with your personality. Verbal communication skills are also part of personality development; improving your speech will strengthen the impact of your message.

You cannot win by talent and hard work alone. Personality development is a crucial ingredient that you must obtain. Most of the people you see as models of great personality have taken a lot of effort in developing their natural features.

## **PERSONALITY TRAITS**

Popular characteristics including shy, aggressive, submissive, lazy, ambitious, loyal and timid. Those characteristics, when they exhibited in large number of situations, are called personality traits or enduring characteristics that describe on individual's behavior.

### **Primary Traits**

Cattell (1973) identified 16 source traits/Primary Traits. These traits were found to be generally steady and constant sources of behaviour. But there was found to be no scientific relevance.

### **Sixteen Source Traits**

1. Reserved - Outgoing
2. Less intelligent - More intelligent
3. Affected by feelings - Emotionally 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-sufficient
15. Uncontrolled - Controlled
16. Relaxed - Tense

**Check Your Progress:**

<b>Q.NO.</b>	<b>Short Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Define the Concept of Personality. How does an individual's personality represent a "stable set of characteristics" that influences behavior?	K1	CO1	PO1
2.	Identify and explain the three primary Determinants of Personality: Heredity, Environment, and Situation.	K2	CO2	PO2
3.	Discuss the Significance of Personality Traits in the recruitment process. How can understanding a candidate's traits help in "Person-Job Fit"?	K2	CO1	PO2
4.	Explain the concept of Locus of Control as a personality characteristic. Differentiate between "Internals" and "Externals" in an organizational setting.	K4	CO2	PO4
5.	Describe the trait of Self-Esteem. How does an employee's level of self-esteem impact their performance and response to feedback?	K3	CO3	PO3
<b>Q.NO.</b>	<b>Essay Type Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Critically examine the Big Five Model of Personality Traits. Explain how each of the five dimensions (Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) influences employee behavior and organizational outcomes.	K5	CO4	PO4
2.	Discuss the major Personality Characteristics in Organizations, such as Machiavellianism, Self-Monitoring, and Type A vs. Type B personalities. How do these traits dictate interpersonal dynamics at work?	K4	CO1	PO2
3.	"Personality is not just what a person is, but how they interact with their environment." Evaluate the role of Situational Factors in personality. Can an individual's personality change depending on the organizational culture?	K5	CO5	PO4
4.	Analyze the Determinants of Personality in depth. Which factor—Heredity or Environment—do you believe plays a more dominant role in shaping a professional's work ethic? Support your answer with organizational examples.	K1	CO2	PO1
5.	Evaluate the impact of Proactive Personality and Risk-Taking on organizational innovation. Should managers always hire high risk-takers for leadership roles? Justify your stance.	K5	CO3	PO4

# UNIT III SELF-ESTEEM

**Term self-esteem - Symptoms - Advantages - Do's and Don'ts to develop positive self-esteem – Low self-esteem - Symptoms - Personality having low self esteem - Positive and negative self esteem. Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours - Lateral thinking.**

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## **3.1 DEFINITION:**

Self-esteem is how we value ourselves; it is how we perceive our value to the world and how valuable we think we are to others. Self-esteem affects our trust in others, our relationships, and our work – nearly every part of our lives.

## **3.2 HIGH or POSTIVE SELF ESTEEM:**

Positive self-esteem gives us the strength and flexibility to take charge of our lives and grow from our mistakes without the fear of rejection.

### **3.2.1 Symptoms and Signs of High Self-Esteem:**

Some of the outward signs of high self-esteem:

- Confidence
- Self-direction
- Non-blaming behaviour
- An awareness of personal strengths
- An ability to make mistakes and learn from them
- An ability to accept mistakes from others
- Optimism
- An ability to solve problems
- An independent and cooperative attitude
- Feeling comfortable with a wide range of emotions
- An ability to trust others
- A good sense of personal limitations
- Good self-care
- The ability to say no

### **3.2.2 Advantages of High Self-Esteem**

There is a direct relationship between people's feelings and their productivity. High self-esteem is evident in respect for one's self, others, property, law, parents and one's country. The reverse is also true.

#### **Self-esteem:**

- Builds strong conviction.
- Creates willingness to accept responsibility.
- Builds optimistic attitudes.
- Leads to better relationships and fulfilling lives.
- Makes a person more sensitive to others' needs and develop a caring attitude.
- Makes a person self-motivated and ambitious.
- Makes a person open to new opportunities and challenges.
- Improves performance and increases risk-taking ability.
- Helps a person give and receive both criticism and compliments tactfully and easily.

### **3.3 LOW SELF ESTEEM:**

Low self-esteem is a worst condition that keeps individuals from realizing their full potential. A person with low self-esteem feels unworthy, incapable and incompetent. In fact, because the person with low self-esteem feels so poorly about him or herself, these feelings may actually cause the person's continued low self-esteem.

#### **3.3.1 Symptoms and Signs of Low Self-Esteem:**

- Negative view of life
- Perfectionist attitude
- Mistrusting others – even those who show signs of affection
- Blaming behaviour
- Fear of taking risks
- Feelings of being unloved and unlovable
- Dependence – letting others make decisions
- Fear of being ridiculed

### **3.4 INCREASING OUR SELF ESTEEM:**

Feelings of low self-esteem often build up over a lifetime, and letting go of ingrained feelings and behaviours is not an easy task. It may take time, hard work, and it may require professional counselling. But there are some simple, positive thinking techniques that can be used to help improve self-esteem. These are called affirmations.

Using affirmations to stop negative self-talk is a simple, positive way to help increase self-esteem. Affirmations are encouraging messages we can give ourselves every day until they become part of our feelings and beliefs. Affirmations work best when a person is relaxed. But since people are often upset

when they are giving themselves negative self-messages, they may need to counter negative messages with positive ones.

For example, replace the message *“I made a stupid mistake, and I am no good at this job,”* with *“Yes, I made a mistake but I have learned from it, and now I can a better job.”*

Begin each day by looking in the mirror and giving us a positive message. The following affirmations can help you to work toward a positive self-image:

- I respect myself and others
- I am lovable and likable
- I am confident, and it shows
- I am creating loving, healthy relationships
- I am a good friend to myself and others
- I accept myself just as I am
- I look great
- Life is good, and I like being a part of it

### **3.5 PERSONALITY HAVING LOW SELF ESTEEM**

- They are generally gossip mongers.
- They have a critical nature. They criticize as if there is a contest going on and they have to win a prize.
- They have high egos they are arrogant and believe they know it all. People with low self-esteem are generally difficult to work with and for. They tear down others to get a feeling of superiority.
- They are closed minded and self-centred.
- They constantly make excuses--always justifying failures.
- They never accept responsibility--always blaming others.
- They have a fatalistic attitude no initiative and always waiting for things to happen.
- They are jealous by nature.
- They are unwilling to accept positive criticism. They become defensive.
- They are bored and uncomfortable when alone.

### 3.6 DIFFERENCES BETWEEN HIGH SELF ESTEEM AND LOW SELF ESTEEM:

S.no	High Self-Esteem Personality	Low Self-Esteem Personality
1	Talk about ideas	Talk about people
2	Caring attitude	Critical attitude
3	Humility	Arrogance
4	Respects authority	Rebels against authority
5	Courage of conviction	Goes along to get along
6	Confidence	Confusion
7	Concerned about character	Concerned about reputation
8	Assertive	Aggressive
9	Accepts responsibility	Blames the whole world
10	Self-interest	Selfish
11	Optimistic	Fatalistic
12	Understanding	Greedy
13	Willing to learn	Know it all
14	Sensitive	Touchy
15	Solitude	Lonely
16	Discuss	Argue
17	Believes in self-worth	Believes in net worth only
18	Guided	Misguided
19	Discipline	Distorted sense of freedom
20	Internally driven	Externally driven
21	Respects others	Looks down on others
22	Enjoys decency	Enjoys vulgarity
23	Knows limit	Everything goes
24	Giver	Taker

### 3.7 INTERPERSONAL RELATIONSHIP:

A strong bond between two or more people refers to interpersonal relationship. Attraction between individuals brings them close to each other and eventually results in a strong interpersonal relationship.

#### 3.7.1 Forms of Interpersonal relationship

An interpersonal relationship can develop between any of the following:

- Individuals working together in the same organization.
- People working in the same team.
- Relationship between a man and a woman (Love, Marriage).
- Relationship with immediate family members and relatives.
- Relationship of a child with his parents.
- Relationship between friends.

Relationship can also develop in a group (Relationship of students with their teacher, relationship of a religious guru with his disciples and so on).

#### 3.7.2 Types of Interpersonal relationship:

<b>Friendship</b>	Theories of friendship emphasize the concept of friendship as a freely chosen association.
<b>Family</b>	Family communication patterns establish roles, identities and enable the growth of individuals. Family dysfunction may also be exhibited by communication patterns.
<b>Romantic</b>	Romantic relationships are defined in terms of the concepts of passion, intimacy and commitment.
<b>Professional Relationships</b>	Professional communication encompasses small group communication and interviewing.

#### 3.7.3 Seven Essential Skills to build Strong Inter Relationships:

##### 1. Relaxing Optimistically:

If we are comfortable around others, they will feel comfortable around us. If we appear nervous, others will sense it and withdraw. If we are meeting someone for the first time, brighten up as if we've rediscovered a long-lost friend. A smile will always be the most powerful builder of rapport.

##### 2. Listening Deeply:

Powerful listening goes beyond hearing words and messages; it connects us emotionally with our communication partner. Listen to what the person is not saying as well as to what he or she is saying.

Focus intently and listen to the messages conveyed behind and between words. Listening with our eyes and heart is important. Noticing facial expressions and body postures is also an enhanced listening.

### **3. Feeling Empathetically:**

Empathy is the foundation of good two-way communication. Being empathetic is seeing from another person's perspective regardless of your opinion or belief. Treat their mistakes as you would want them to treat your mistakes. Let the individual know that you are concerned with the mistake, and that you still respect them as a person. Share their excitement in times of victory, and offer encouragement in times of difficulty. Genuine feelings of empathy will strengthen the bond of trust.

### **4. Responding Carefully:**

Choose emotions and words wisely. Measure your emotions according to the person's moods and needs. Words can build or destroy trust. They differ in shades of meaning, intensity, and impact. What did you learn when listening deeply to the other individual? Reflect your interpretation of the person's message back to them. Validate your understanding of their message.

### **5. Synchronizing Cooperatively:**

When people synchronize their watches, they insure that their individual actions will occur on time to produce an intended outcome. Relationships require ongoing cooperative action to survive and thrive.

### **6. Act Authentically:**

Acting authentically means acting with integrity. It means living in harmony with your values. Be yourself when you are with someone else. Drop acts that create false appearances and false security. When you act authentically, you are honest with yourself and others. You say what you will do, and do what you say. Ask for what you want in all areas of your relationships. Be clear about what you will tolerate. Find out what your relationship partners want also. Being authentic creates mutual trust and respect.

### **7. Acknowledge Generously:**

Look for and accentuate the positive qualities in others. Humbly acknowledge the difference that people make to your life. Validate them by expressing your appreciation for their life and their contributions. If you let someone know that they are valuable and special, they will not forget you. Showing gratitude and encouragement by words and actions will strengthen the bonds of any relationship.

### **3.8 DIFFERENCES BETWEEN AGGRESSIVE, SUBMISSIVE AND ASSERTIVE BEHAVIOURS:**

#### **1. Submissive behaviour:**

Submissiveness is giving more importance to one's relationship with others at the cost of one's goals. Difficulty saying NO, letting the other make a decision not being able to make a request are typical observations with Submissive behaviour. People who are submissive tend to:

- a) Avoid stating their needs and feelings;
- b) Communicate their needs and feelings in an apologetic way; and
- c) Give others rights that they don't claim for themselves.

*Example: "I'm really sorry. I just don't have the time to go through those reports with you now. I've got to get all these accounts finished before lunch time. My boss is a real pain, asking me to do this today. I'd really like to help you. I'll look at it later if that's okay?"*

#### **2. Aggressive behaviour:**

Aggressiveness is giving more importance to your goals than to your relationships. At times lack of respect for others, their thoughts, feelings, opinions, values etc. It can also be seen nonverbal behaviours. Aggressiveness is expressed either directly or passively. Passive aggression includes gossiping, taunting, cracking a mean joke etc. People who are aggressive tend to:

- a) Encourage others to do things by flattery or manipulation;
- b) Ignore the needs and feelings of others, either intentionally or by default; and
- c) Take rights for themselves that they don't give to others.

*Example: "Do you think I've nothing better to do than check those reports?"*

#### **3. Assertive behaviour:**

Assertiveness is considered to be the ideal style of communicating. It is about giving equal importance to and being able to finely balance between the goals and the relationships. It involves being able to say NO effectively, being able to express thoughts, feeling, opinions freely. This is logical, thinking behaviour. It is not driven by your emotions. And although it may be natural for a few people, it tends to be learned behaviour.

People who are assertive tend to:

- a) Being clear and direct in what you say;
- b) Stating your needs and feelings in a straightforward way; and
- c) Standing up for your rights without violating the rights of others.

*Example: "I'm unable to help you with those reports this morning. I am doing accounts at the moment, and I'll be pleased to help you this afternoon. What time suits you?"*

### **Which behaviour is best?**

None of this is necessarily good or bad, but if we want to be better at managing difficult people, we need to ensure that:

- we should not use submissive or aggressive behaviour.
- we should recognise submissive or aggressive behaviour in others.
- we should learn and use assertive techniques with difficult people.

Assertiveness is a very positive response in any interaction. It makes it clear to the other person what you are unhappy about and allows you to calmly state your case without violating their rights.

### **3.9 LATERAL THINKING:**

**Lateral thinking, is the ability to think creatively or "outside the box"** as it is sometimes referred to in business, to use your inspiration and imagination to solve problems by looking at them from unexpected perspectives. It's very important in careers such as advertising, marketing, the media and art and design.

The Lateral thinking capabilities of a person can be tested by asking him/ her by a set of questions.

#### **Some Questions and Answers for Lateral thinking:**

- 1. A man built a rectangular house, each side having a southern view. He spotted a bear. What colour was the bear?**

*Answer: White. Only at the North Pole can all four walls be facing south.*

- 2. Is it legal for a man to marry his widow's sister?**

*Answer: No - because he's dead.*

- 3. You are running in a race. You overtake the second person. What position are you in?**

*Answer: If you overtake the second person then you become second.*

- 4. In the same race, if you overtake the last person, then you are in what position?**

*Answer: You can't overtake the last person in a race!*

**Check Your Progress:**

<b>Q.NO.</b>	<b>Short Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Define Self-evaluation and its components. How does an individual's self-assessment influence their motivation and goal-setting in an organization?	K1	CO1	PO1
2.	Differentiate between Internal and External Locus of Control. How does a person's "Locus of Control" affect their reaction to success and failure at work?	K2	CO2	PO2
3.	Explain the concept of Self-efficacy. Provide an example of how a manager can enhance the self-efficacy of a team member who is struggling with a new task.	K2	CO1	PO2
4.	Discuss Self-monitoring in an organizational context. Describe the characteristics of a "High Self-monitor" vs. a "Low Self-monitor."	K4	CO2	PO4
5.	Define Self-esteem. Explain how high self-esteem contributes to employee risk-taking and job satisfaction.	K3	CO3	PO3
<b>Q.NO.</b>	<b>Essay Type Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Critically examine the Positive and Negative Impacts of Self-monitoring and Self-esteem on career progression. Can an extremely high level of self-monitoring lead to a perception of "insincerity" among colleagues?	K5	CO4	PO4
2.	"Self-efficacy is the most significant predictor of individual performance." Evaluate this statement by discussing the four sources of Self-efficacy (Enactive mastery, Vicarious modeling, Verbal persuasion, and Arousal).	K4	CO1	PO2
3.	Discuss the Organizational Context of Leadership and Personality. How do rigid vs. flexible organizational structures influence the expression of an individual's personality traits?	K5	CO5	PO4
4.	Analyze the personality profiles of Contemporary Business Leaders (e.g., Satya Nadella, Elon Musk, or Indra Nooyi). How do their specific traits—like Locus of Control or Self-monitoring—align with the needs of their respective industries?	K1	CO2	PO1
5.	Deeply analyze the relationship between Self-evaluation and Leadership Effectiveness. Why "Self-awareness" is considered the foundation of modern leadership in the contemporary business environment?	K5	CO3	PO4

# UNIT IV

## OTHER ASPECTS OF

### PERSONALITY DEVELOPMENT

**Body language – Problem solving - Conflict and Stress Management - Decision-making skills - Leadership and qualities of a successful leader – Character building -Team-work – Time management -Work ethics –Good manners and etiquette.**

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#### **4.1 BODY LANGUAGE:**

##### **4.1.1 Definition:**

"Body language is the unconscious and conscious transmission and interpretation of feelings, attitudes, and moods, through: body posture, movement, physical state, position and relationship to other bodies, objects and surroundings, facial expression and eye movement, the process of communicating what you are feeling or thinking by the way you place and move your body rather than by words"

The study of body language is known as kinesics, which is derived from the Greek word kinesis, meaning motion.

##### **4.1.2 Importance of Body Language:**

When one expresses his/her feelings, it has been said that.

- 55% of the communication consists of body language.
- 38% is expressed via the tone of voice or intonation and amazingly only
- 7% is communicated via words.

This means that we express most of our feeling (93%) in a non-verbal way and our words only convey 7% of what we are saying or expressing.

Body Language is a significant aspect of modern communications and relationships. Body Language is therefore very relevant to management and leadership, and to all aspects of work and business where communications can be seen and physically observed among people.

Body language is also very relevant to relationships outside of work, for example, in families and parenting, behaving with friends, etc

Communication includes listening. In terms of observable body language, non-verbal (non-spoken) signals are being exchanged whether these signals are accompanied by spoken words or not.

### 4.1.3 Factors of Body Language:

Body language is not just about how we hold and move our bodies.

Body language potentially (although not always, depending on the definition you choose to apply) encompasses:

- ❖ how we position our bodies
- ❖ our closeness to and the space between us and other people and how this changes
- ❖ our facial expressions
- ❖ our eyes especially and how our eyes move and focus, etc
- ❖ how we touch ourselves and others
- ❖ how our bodies connect with other non-bodily things, for instance, pens, cigarettes, spectacles and clothing
- ❖ our breathing, and other less noticeable physical effects, for example our heartbeat and perspiration

Body language tends not to include the pace, pitch, and intonation, volume, variation, pauses, etc., of our voice.

Voice type and other audible signals are typically not included in body language because they are audible 'verbal' signals rather than physical visual ones, nevertheless the way the voice is used is a very significant (usually unconscious) aspect of communication, aside from the bare words themselves. Similarly breathing and heartbeat, etc., are typically excluded from many general descriptions of body language, but are certainly part of the range of non-verbal bodily actions and signals which contribute to body language in its fullest sense.

More obviously, our eyes are a vital aspect of our body language.

Our reactions to other people's eyes - movement, focus, expression, etc - and their reactions to our eyes - contribute greatly to mutual assessment and understanding, consciously and unconsciously.

Our interpretation of body language, notably eyes and facial expressions, is instinctive, and with a little thought and knowledge we can significantly increase our conscious awareness of these signals: both the signals we transmit, and the signals in others that we observe.

Doing so gives us a significant advantage in life - professionally and personally - in our dealings with others. Body language is not just reading the signals in other people.

## 4.2 PROBLEM SOLVING:

Problem Solving is a mental process wherein an individual analyzes interprets a task or a problem at hand and chooses from a pool of possibilities to reach the simplest solution. It involves an individual's creativity and decision making abilities.

Following steps should be followed while solving a problem:

**1. Identifying the problem:** It is important to have clarity about what the problem at hand is and what it demands. The resources required to solve the task and the kind of solutions that have been used before and have been successes and failures.

**2. Forming a strategy:** The approach to solving the problem will depend upon the environment and the available resources. It will differ from individual to individual since they will have their own preferences and set schemas.

**3. Organizing Information:** As stated before, it is important to gather as much information as possible and organizing it, segregating it to identify the gaps. Whether it's a top down approach or a bottom up approach, one should be able to identify the source of the problem.

**4. Allocating resources and monitoring the process:** Once you know the problem, its source and have organized the information, allocate the resources such as time, money etc, including past experiences and future impacts. For effective solutions, one also needs to monitor the progress of the approach to avoid being caught in the vicious circle of escalation of commitment.

**5. Evaluating the Solution:** Once the task at hand has been solved, what is its present and future impact? It can be immediate such as solving a math problem or a long term process such as a learning curve.

## 4.3 CONFLICT AND STRESS MANAGEMENT:

### a) Conflict Management:

→ Conflict is a condition where there is opposition, disagreement between two or more people. This may be due to lack of communication, differences over certain issues and/or contradiction in ideas, beliefs and thoughts.

→ Conflicts at workplace can hamper the progress of your work and in turn stunts the growth of the organization.

→ Conflicts act as barriers to healthy organizational development. Sometimes, however, how hard we try; we end up with conflicting thoughts with team members. Therefore it is necessary to manage conflicts in a way such that it has minimum impact on our lives.

→ Unresolved conflicts can be hazardous especially at work places. They can lead to inappropriate behavior such as avoidance, inability to work in teams, verbal assaults, and overall resentment. In worst

cases, some of the employees in the organization become so hostile that they eventually have to quit their work and separate from the organization.

### **b) Stress Management:**

→ All of us are living a fast paced demanding life, dealing with work pressure, home responsibilities, and other commitments all the time that leads to the stress.

→ This stress becomes a part and parcel of our life. However, managing stress is extremely important. Stress has a lot of harmful effects on our body and mind.

→ People under stress often experience headaches, anxiety, depression, negative thoughts, nausea, anger, frustration etc.

→ Hence to avoid these problems, maintaining stress is extremely important.. → Regular Exercising, change the routine work, yoga, meditation and breathing exercises are great ways to combat stress. The ultimate goal to manage stress is to lead a balanced life.

→ Some people with stress is to smoke and consume large amounts of alcohol. Also, avoid eating or sleeping too much when you are stressed because this will make you lethargic.

→ Relax, rejuvenate and recharge yourself so that you can function more efficiently.

## **4.4 DECISION MAKING SKILLS:**

### **A Systematic Approach for Making Decisions**

In real-life business situations, decisions can often fail because the best alternatives are not clear at the outset, or key factors are not considered as part of the process. To stop this happening, you need to bring problem-solving and decision-making strategies together to clarify your understanding.

A logical and ordered process can help you to do this by making sure that you address all of the critical elements needed for a successful outcome.

Working through this process systematically will reduce the likelihood of overlooking important factors.

Our seven-step approach takes this into account:

1. Create a constructive environment.
2. Investigate the situation in detail.
3. Generate good alternatives.
4. Explore your options.
5. Select the best solution.
6. Evaluate your plan.
7. Communicate your decision, and take action.

Let's look at each of these steps in detail.

### **Step 1: Create a Constructive Environment**

Decisions can become complex when they involve or affect other people, so it helps to create a constructive environment in which to explore the situation and weigh up your options.

### **Step 2: Investigate the Situation in Detail**

Before you can begin to make a decision, you need to make sure that you fully understand your situation. It may be that your objective can be approached in isolation, but it's more likely that there are a number of interrelated factors to consider. Changes made in one department, for example, could have knock-on effects elsewhere, making the change counter-productive.

### **Step 3: Generate Good Alternatives**

The wider the options you explore, the better your final decision is likely to be.

Generating a number of different options may seem to make your decision more complicated at first, but the act of coming up with alternatives forces you to dig deeper and look at the problem from different angles.

### **Step 4: Explore Your Options**

When you're satisfied that you have a good selection of realistic alternatives, it's time to evaluate the feasibility, risks and implications of each one.

Almost every decision involves some degree of risk. Use Risk Analysis to consider this objectively by adopting a structured approach to assessing threats, and evaluating the probability of adverse events occurring – and what they might cost to manage.

### **Step 5: Select the Best Solution**

Once you've evaluated the alternatives, the next step is to make your decision. If one particular alternative is clearly better than the rest, your choice will be obvious. However, if you still have several competing options, there are plenty of tools that will help you decide between them.

#### **Group Decisions:**

If your decision is being made within a group, there are plenty of excellent tools and techniques to help you to reach a group decision.

If the decision criteria are subjective, and it's critical that you gain consensus, Multi-Voting can help your team reach an agreement.

When anonymity is important, decision-makers dislike one another, or there is a tendency for certain individuals to dominate the process, use the Delphi Technique to reach a fair and impartial decision. This uses cycles of anonymous, written discussion and argument, managed by a facilitator. Participants do not meet, and sometimes they don't even know who else is involved.

### **Step 6: Evaluate Your Plan**

With all the effort and hard work you've already invested in evaluating and selecting alternatives, it can be tempting to forge ahead at this stage. But now, more than ever, is the time to "sense check" your decision.

Before you start to implement your decision, take a long, dispassionate look at it to be sure that you have been thorough, and that common errors haven't crept into the process.

### **Step 7: Communicate Your Decision, and Take Action**

Once you've made your decision, you need to communicate it to everyone affected by it in an engaging and inspiring way.

Get them involved in implementing the solution by discussing how and why you arrived at your decision. The more information you provide about risks and projected benefits, the more likely people will be to support your decision.

## **4.5 LEADERSHIP AND QUALITIES OF A SUCCESSFUL LEADER:**

1. A good leader has an exemplary character. It is of utmost importance that a leader is trustworthy to lead others. A leader needs to be trusted and be known to live their life with honesty and integrity. A good leader “walks the talk” and in doing so earns the right to have responsibility for others. True authority is born from respect for the good character and trustworthiness of the person who leads.

2. A good leader is enthusiastic about their work or cause and also about their role as leader. People will respond more openly to a person of passion and dedication. Leaders need to be able to be a source of inspiration, and be a motivator towards the required action or cause. Although the responsibilities and roles of a leader may be different, the leader needs to be seen to be part of the team working towards the goal. This kind of leader will not be afraid to roll up their sleeves and get dirty.

3. A good leader is confident. In order to lead and set direction a leader needs to appear confident as a person and in the leadership role. Such a person inspires confidence in others and draws out the trust and best efforts of the team to complete the task well. A leader who conveys confidence towards the proposed objective inspires the best effort from team members.

4. A leader also needs to function in an orderly and purposeful manner in situations of uncertainty. People look to the leader during times of uncertainty and unfamiliarity and find reassurance and security when the leader portrays confidence.

5. Good leaders are tolerant of ambiguity and remain calm, composed and steadfast to the main purpose. Storms, emotions, and crises come and go and a good leader takes these as part of the journey and keeps a cool head.

6. A good leader as well as keeping the main goal in focus is able to think analytically. Not only does a good leader view a situation as a whole, but is able to break it down into sub parts for closer inspection. Not only is the goal in view but a good leader can break it down into manageable steps and make progress towards it.

7. A good leader is committed to excellence. Second best does not lead to success. The good leader not only maintains high standards, but also is proactive in raising the bar in order to achieve excellence in all areas

#### 4.6 TEAM WORK:

- ✓ The process of working collaboratively with a group of people in order to achieve a goal.
- ✓ Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance.

<b>ADVANTAGES</b>	<b>DISADVANTAGES</b>
Team members have the opportunity to learn from each other.	Some individuals are not compatible with team work.
Potential exists for greater work force flexibility with cross-training.	Workers must be selected to fit the team as well as requisite job skills.
Opportunity provided for synergistic combinations of ideas and abilities.	Some members may experience less motivating jobs as part of a team.
New approaches to tasks may be discovered.	Organization may resist change.
Team membership can provide social facilitation and support for difficult tasks and situations.	Conflict may develop between team members or other teams.
Communication and information exchange may be facilitated and increased.	Teams may be time-consuming due to need for coordination and consensus.
Teams can foster greater cooperation among team members.	Teams can stymie creativity and inhibit good decision-making if "group think" becomes prevalent.
Interdependent work flow can be enhanced.	Evaluation and rewards may be perceived as less powerful;
Potential exists for greater acceptance and understanding of team-made decisions.	"Free-riding" within the team may occur.
Greater autonomy, variety, identity, significance, and feedback for workers can occur.	Less flexibility may be experienced in personnel replacement or transfer.

## **4.7 TIME MANAGEMENT:**

- “Time management” is the process of organizing and planning how to divide your time between specific activities. It is defined as the process of managing time effectively so that the right time is allocated to the right activity.
- Good time management enables you to work smarter – not harder – so that you get more done in less time, even when time is tight and pressures are high.
- Failing to manage your time damages your effectiveness and causes stress.

### **4.7.1 Steps in Time Management:**

Time Management includes:

1. Effective Planning
2. Setting goals and objectives
3. Setting deadlines
4. Delegation of responsibilities
5. Prioritizing activities as per their importance
6. Spending the right time on the right activity

#### **1. Effective Planning:**

Plan your day well in advance. Prepare a to do List or a “Task Plan”. Sort down the important activities that need to be done in a single day against the time that should be allocated to each activity. High Priority work should come on top followed by those which do not need much of your importance at the moment.

#### **2. Setting Goals and Objectives:**

Working without goals and targets in an organization would be similar to a situation where the captain of the ship loses his way in the sea. Yes, you would be lost. Set targets for yourself and make sure they are realistic ones and achievable.

#### **3. Setting Deadlines:**

Set deadlines for yourself and strive hard to complete tasks ahead of the deadlines. Do not wait for your superiors to ask you every time. Learn to take ownership of work. One person who can best set the deadlines is you yourself. Ask yourself how much time needs to be devoted to a particular task and for how many days. Use a planner to mark the important dates against the set deadlines.

#### **4. Delegation of Responsibilities:**

Learn to say “NO” at workplace. Don’t do everything on your own. There are other people as well. One should not accept something which he knows is difficult for him. The roles and responsibilities must be delegated as per interest and specialization of employees for them to finish tasks within deadlines. A

person who does not have knowledge about something needs more time than someone who knows the work well.

### **5. Prioritizing Tasks:**

Prioritize the tasks as per their importance and urgency. Know the difference between important and urgent work. Identify which tasks should be done within a day, which all should be done within a month and so on. Tasks which are most important should be done earlier.

### **6. Spending the right time on right activity:**

Develop the habit of doing the right thing at the right time. Work done at the wrong time is not of much use. Don't waste a complete day on something which can be done in an hour or so. Also keep some time separate for your personal calls or checking updates on Facebook or Twitter. After all human being is not a machine.

#### **4.7.2 Advantages of Time Management:**

**1. Reduction in stress level:** The reduction in stress level is main content of time management. If you follow time management properly then you will get better result. Even you can relax yourself while enjoying your work. Stress leads to spoiling of work schedule and disturbed work schedule can never provide best results. The result will come undoubtedly but no one can say it will be best or worst.

**2. Provides focus on the task:** The time management initially provides relief from stress and later helps you in focusing your target and performance in task. A focused person becomes successful in less time as compared to those who do more struggle for getting their target in life. The people always desire to have successful and enjoyable life and that can be obtained by keeping a focused view about everything and every step.

**3. Decrease procrastination:** There is much duration in life and it also brings fluctuation. The particular point in adopting time management is the ability to predict the results and control the situations. Managing time isn't something that requires extra skills, the only need is to have some knowledge about how to and be dedicated to implement it within your day to day activities.

**4. Gain self-confidence:** Self-confidence plays a vital role in human life and self-confident people always have better life than dependent persons. The feel usually comes when you plan your work properly and take decisions on time for betterment. "Time management never takes your time, rather provides you extra time." A person can do anything with confidence and self trust leads a human being to the next level.

**5. A way to the goal:** Everybody has a desire to achieve his/her goal in life and dream to get a relaxing future after attaining target. Managing time allots you time where it has the most impact. Time management allows every human to spend time on the things that matter most to them. In this process, time management has a positive aspect to perform and people consider the scheduling a better option.

**6. Challenge your productivity:** The capacity of everybody is similar just only habits differentiate in results. The people who score 100 out of 100 are also human not robots, the thing is that they follow their dreams. The condition turns turtle with your determination when you are planning for your next meeting as all the tasks are listed in to-do list. You can use priorities while setting up the task execution sequence. Productivity is a challenge to face, as the process of productivity puts human being on the heels. It's a race which has to be won by all not by any single. In short, it is a great thing to adopt but also demands the capacity to handle the pressure.

**7. Have an instinct for achievement:** Achievement of a task is different whereas bang a series of success is totally different task. A series of success falls in our kitty only then, when we make our efforts in a predefined way. Discipline and self-improvement are mandatory. The communication tools available in variety support, synchronous as fixing meeting time in form of web conferencing and asynchronous with no fixed time to contribute as discussion board in form of interaction. The achievement comes with hardworking and dedicated behavior. Everyone has to adopt time management if they desire to have the taste of success.

**8. Time to relax and do recreational activities:** Recreation in this era of rush is a blessing and everybody wants it but only few can grab it. Never miss any event. No need to worry about missing events as workday is scheduled with reminders and alerts for urgent events. The blessed ones are those who do work on time and adopt a time table in their life to do day-to-day chaos. The relaxed life gives motivation to human being and put them on the way of success. The recreational activities also give family life a boost. People feel more connected to their families. The one and the only thing to keep in mind is relations need time and love to boom.

**9. Financial Soundness:** The success brings financial benefits with itself. A human is always financially sound if he/ she have planned his/ her life properly and they maintain a time table of their personal and professional life. The lifelong learning experience promotes the empowerment of individuals with the knowledge. They can research and find information. The interpretation in it with sharing provides students opportunities to get network connectivity.

**10. Become Healthy:** The health is a blessing for human and it can be achieved by proper maintenance. Time management is also helpful in making human life healthy; as if a person will adopt scheduling in his life then he will definitely save sometime for doing exercise and other health related works. So, he/ she

will become healthy definitely. Once you have decided to plan your time, you have to discipline yourself and work on self-improvement with health as a key factor.

#### **4.7.3 Disadvantages of Time Management:**

It can be pretty hard for someone who doesn't embrace punctuality and value time. There are very few downsides to time management. The main disadvantage is of more consumption of time in making up plans which easily turns out to be against. It can make human life mechanical too.

**1. Non-clear Objectives:** The productive behavior is definitely one of the main goals in time management. Sometimes, it leads to non-clear objectives which usually struck people for worse. An unaware person doesn't know what to do? If you are not being able to do better management of workload, you will get more struck in non-done tasks in no time.

**2. Mismanagement:** Organized results to less rework and mistakes but excess organizing craze leaves a person in blunder. The items, details, and instructions are if forgotten then leads to extra work and a blame of mismanagement. A person has to do a task more times if he forgets something. It will lead to fatigue and it happens because of predictive behavior.

**3. Can't say "no":** You might have forgotten an appointment, or missed deadline and all happened because of working on others task as saying 'no' will be tough for you. Such crazy situations incline life friction. You can avoid creating such problems by planning and preparing exactly. Nobody can create more time but it can be used in better way by managing time undoubtedly. It's always better to keep back because people simply can't say no to anyone.

**4. Obstacles:** Simple actions like shifting commute or getting a work done early, produce more issues in life. The time management leads you towards an obstacle. When you know what you need to do, you hate wasting time in idle activities and that leads to disputes and disturbances. Instead of thinking what to do next, concentrate on steps ahead of work, as anything can go wrong. The people face many problems due to it.

**5. Inactivity:** The common misconception makes time management an extra effort. To the contrary, proper time management makes a human life easier and inactive. If things are asking for less effort than the usual time, then the consumption of time leads to dullness. Manage time for Improving life, as time management is all about spending time in right places, and on the right things but sometime the obsession for doing right makes your life stagnant.

**6. Load of different works at one time:** When you work according to time management, then sometimes in over confidence you take too many tasks in hand. That particular condition leaves you in total blunder.

The people keep too many expectations from you just because of your flaunting behavior and at last you feel a load of work on your shoulders. And such confusion creates a mismanagement situation.

**7. Fatigue and stress become part of life:** Fatigue and stress is common problem that leads you to a tired phase. The tiredness leads a human being to irritate and fed up of life. They also feel demoralized because they again and again think about their unsuccessful attempt of adopting time management in their life. They consider their unsuccessful attempt as halt in their way and leave interest in all things. Majority of people make themselves prone to diseases.

#### **4.8 WORK ETHICS:**

- ✓ Work ethic is a value based on hard work and diligence.
- ✓ The belief that work has a moral benefit and an inherent ability to strengthen character.

##### **4.8.1 Five Factors That Demonstrate a Strong Work Ethic:**

- ✓ Integrity
- ✓ Sense of Responsibility
- ✓ Emphasis on Quality
- ✓ Discipline
- ✓ Sense of Teamwork

#### **4.9 GOOD MANNERS AND ETIQUETTES:**

Good manners cost us nothing, but may win almost everything. They are the skills of making people feel easy and comfortable. We can have better relationships with people we know and meet in day to day life just by behaving well. Courtesy, politeness or having good manners are an about respecting others and yourself. If you show good manners everywhere you go, then you are more likely to encourage others to behave in the same way towards you.

**THINK** - How would you feel if someone?

- Never says 'Please' or 'Thank You' when you help them?
- Shares your things but never shares anything of theirs?
- Snatches the remote, while you are watching TV?

#### **Good manners at home:**

Help others at home.

Say 'please' and 'thank you' whenever it is required.

- Never read letters or messages that belong to others.
- Never stay in bathroom longer than time required.
- Never talk back or put when scolded.

- Never tease or tag other members of the family.
- Feel and say sorry, in hurt anyone's feeling.
- Don't switch television programs to suit me.
- Hold the door open for the person coming in, especially if he is carrying something.
- Knock at the door before entering the home of others.
- Share and not grab or keep good things for me.
- Get up in morning as soon as I am called.
- Keep myself and my space/room clean.
- Go for meals on time.

## **CONFLICT MANAGEMENT DEFINITION**

Organizations can be thought of as arenas for staging conflicts with conflict as the essence of what the organization is. In this way of thinking, conflict is not a byproduct of normal operations or an unintended and unwanted consequence of day-to-day activities, but the way the organization makes choices for future action, makes changes in power relationships, and keeps itself flexible and adaptive.

**According to Joe Kelly,** —Conflict is defined as opposition or disputes between persons, groups or ideas.

**According to Follette,** —Conflict is the appearance of differences, difference of opinions, of interests.

### **Types of conflict**

When you think of the different **types of conflict**, you might instantly think of the ones referred to in literature, especially in fiction. They can be applied to real life, of course. However, there are **types of conflict** which are easily identifiable in our contemporary times. Before going any further, let us first give a brief description of what conflict is. There are actually a lot of ways to define conflict due to how it is used in many areas. Hence, to keep it simple for the layman, conflict pertains to the opposing ideas and actions of different entities, thus resulting in an antagonistic state. Conflict is an inevitable part of life. Each of us possesses our own opinions, ideas and sets of beliefs. We have our own ways of looking at things and we act according to what we think is proper. Hence, we often find ourselves in conflict in different scenarios; may it involve other individuals, groups of people, or a struggle within our own selves. Consequently, conflict influences our actions and decisions in one way or another.

### **CONFLICT IS CLASSIFIED INTO THE FOLLOWING FOUR TYPES:**

**Interpersonal conflict** refers to a conflict between two individuals. This occurs typically due to how people are different from one another. We have varied personalities which usually results to incompatible choices and opinions. Apparently it is a natural occurrence which can eventually help in personal growth or developing your relationships with others. In addition, coming up with adjustments is necessary for managing this type of conflict. However, when

interpersonal conflict gets too destructive, calling in a mediator would help so as to have it resolved.

**Intrapersonal conflict** occurs within an individual. The experience takes place in the person's mind. Hence, it is a type of conflict that is psychological involving the individual's thoughts, values, principles and emotions. Interpersonal conflict may come in different scales, from the simpler mundane ones like deciding whether or not to go organic for lunch to ones that can affect major decisions such as choosing a career path. Furthermore, this type of conflict can be quite difficult to handle if you find it hard to decipher your inner struggles. It leads to restlessness and uneasiness, or can even cause depression. In such occasions, it would be best to seek a way to let go of the anxiety through communicating with other people. Eventually, when you find yourself out of the situation, you can become more empowered as a person. Thus, the experience evoked a positive change which will help you in your own personal growth.

**Intragroup conflict** is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas (e.g. in a presentation, members of the team might find the notions presented by the one presiding to be erroneous due to their differences in opinion). Within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.

**Intergroup conflict** takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department. This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise. There are other factors which fuel this type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team.

Being in conflict can be a real pain in the neck; to deal with someone else who has different views from yourself can be daunting if dealt with narrow-mindedly. It can happen anywhere where we find ourselves interacting with other people – may it be the workplace, in school, at home and in other places. It can even be an internal conflict starting within oneself. Hence, it is a natural occurrence that is inevitable; it is a part of our experience demonstrating that we all have our respective ideas. By handling conflicts responsibly, we get to learn more ourselves and the people concerned. It is an opportunity to get to understand a different individual's perspective which could eventually lead to more strengthened relationships. It might be cumbersome to ones who are stubborn in their points of view; but there are ways on **how to resolve conflict** efficiently. At the end of the day, it can help you understand the problem and get to think of creative ways to find a solution.

There are several kinds of conflict management styles discussed in this separate article. Examining these styles may come in handy if you find yourself in conflict with someone else. Deciding which would be the most appropriate strategy to use can mean the difference between resolving the conflict or making matters even worse. Aside from the styles mentioned, several skills and a proper mindset can help you in responsibly handling the situation. Let's take conflict in the workplace as an example for the purpose of this discussion, since conflicts are quite common in this scenario. For instance, if you find two of your co-workers in a conflict situation that won't seem to come to an end soon, what do you think should be done for a resolution to come into light? One approach would be by stepping in and act as a mediator. Mediation involves a neutral third-party coming into the scene; assisting the arguing parties to put an end to their conflict. The mediator will help the conflicting parties in thinking of ways to assure that both of their interests will be met when arriving at a resolution. The styles used in this approach will be dependent on what the situation demands. In addition, another vital factor for conflict resolution is communication. It is important if you want to clear out present issues by fostering an environment of openness among people. The ability to listen while also sharing your views would help in resolving conflict. In resolving conflict, coming up with a resolution that would make all the parties involved happy is important. However, learning **how to resolve conflict** isn't easy as it is a responsibility in itself. More practice or exposure to such situations can help you develop better conflict handling skills. nts of view, there will always be instances when misunderstandings will occur among us. With the arising of these intractable conflicts comes the

need for conflict management. Even in seemingly ordinary situations, conflict may be rooted by other non-apparent reasons. Understanding the other sides of the issue would allow those involved to come up with an ideal resolution to the problem. In dealing with conflict, there are **conflict management styles** to be followed. The Thomas-Kilmann Conflict Mode Instrument, which is an assessment used globally in conflict handling, specifies five strategies used to address conflict. They are as follows:

### **Accommodating**

Accommodation involves having to deal with the problem with an element of self-sacrifice; an individual sets aside his own concerns to maintain peace in the situation. Thus, the person yields to what the other wants, displaying a form of selflessness. It might come as an immediate solution to the issue; however it also brings about a false manner of dealing with the problem. This can be disruptive if there is a need to come up with a more sound and creative way out of the problem. This behavior will be most efficient if the individual is in the wrong as it can come as a form of conciliation.

### **Avoiding**

In this approach, there is withdrawal from the conflict. The problem is being dealt with through a passive attitude. Avoiding is mostly used when the perceived negative end outweighs the positive outcome. In employing this, individuals end up ignoring the problem, thinking that the conflict will resolve itself. It might be applicable in certain situations but not in all. Avoidance would mean that you neglect the responsibility that comes with it. The other individuals involved might think that you are neglecting the problem. Thus, it is better to confront the problem before it gets worse.

### **Collaborating**

Collaborating aims to find a solution to the conflict through cooperating with other parties involved. Hence, communication is an important part of this strategy. In this mechanism, effort is exerted in digging into the issue to identify the needs of the individuals concerned without removing their respective interests from the picture. Collaborating individuals aim to come up with a successful resolution creatively, without compromising their own satisfactions.

### **Competing**

Competition involves authoritative and assertive behaviors. In this style, the aggressive individual aims to instil pressure on the other parties to achieve a goal. It includes the use of

whatever means to attain what the individual thinks is right. It may be appropriate in some situations but it shouldn't come to a point wherein the aggressor becomes too unreasonable. Dealing with the conflict with an open mind is vital for a resolution to be met.

### **Compromising**

Compromising is about coming up with a resolution that would be acceptable to the parties involved. Thus, one party is willing to sacrifice their own sets of goals as long as the others will do the same. Hence, it can be viewed as a mutual give-and-take scenario where the parties submit the same amount of investment for the problem to be solved. A disadvantage of this strategy is the fact that since these parties find an easy way around the problem, the possibility of coming up with more creative ways for a solution would be neglected.

Given the different **conflict management styles**, you might be thinking of the one style that would suit you the most. It is important to note that the strategy involved in coming up with a resolution is relative to the kind of the problem.

There are different ways to come with a definition of conflict. When speaking of conflict, what would immediately come into mind would most likely be how differences and disagreements make such an occurrence to spring up. Having that, let us have that question again, for the purpose of a more comprehensive discussion. Hence, **what is conflict?** It can be described as a disagreement among groups or individuals characterized by antagonism and hostility. This is usually fueled by the opposition of one party to another, in an attempt to reach an objective different from that of the other party. The elements involved in the conflict have varied sets of principles and values, thus allowing such a conflict to arise.

Taking a look into what causes conflict can help us understand this phenomenon even more. Hence, let us take into consideration the common sources of conflict. In this manner, we can address other aspects of the question (**—what is conflict?!**) posed. What are the factors that make conflict arise? For the purpose of this discussion, let us put into attention the three main sources of conflict as proposed by American psychologist Daniel Katz. According to him, conflict arises primarily due to these three:

**Economic conflict** is brought about by a limited amount of resources. The groups or individuals involved then comes into conflict to attain the most of these resources, thus bringing forth hostile behaviours among those involved.

**Value conflict** is concerned with the varied preferences and ideologies that people have as

their principles. Conflicts driven by this factor are demonstrated in wars wherein separate parties have sets of beliefs that they assert (in an aggressive manner at that).

**Power conflict** occurs when the parties involved intends to maximize what influence it has in the social setting. Such a situation can happen among individuals, groups or even nations. In other types of conflict, power is also evident as it involves an asserting of influence to another.

Conflict comes naturally; the clashing of thoughts and ideas is a part of the human experience. It is true that it can be destructive if left uncontrolled. However, it shouldn't be seen as something that can only cause negative things to transpire. It is a way to come up with more meaningful realizations that can certainly be helpful to the individuals involved. These positive outcomes can be reached through an effective implementation of conflict resolution. Conflict can be seen as an opportunity for learning and understanding our differences. We can all live harmoniously despite conflicts as long as we know how to responsibly manage these struggles.

### **Conflict Resolution – Effectively Handling Conflict**

Conflict is often inevitable in many situations. They may concern petty ones to the more serious ones which can lead to hostility among individuals. The fact of the matter is, conflict is something that we live with. You cannot expect two people or groups to agree all the time. In one way or another, we are faced with many types of conflict in our day to day lives. However, conflict should not be seen as purely negative. It can become an opportunity for better things and open up opportunities, if dealt with properly. It isn't as easy as it seems though. Hence, this is where **conflict resolution** comes in.

The initial question would concern what **conflict resolution** is. What is it anyway? It actually is an end which has been brought about by conflict management. It is seen as a peaceful solution to individuals and groups that are in conflict. There are a lot of means and strategies involved in dealing with conflict, and all of these aim to come up with a resolution to it. Resolving a conflict may take time and this will ultimately depend on its scale. Hence, a person who intends to acts as a mediator to parties in conflict need to have skills and know the strategies necessary to resolve conflict. There are even available trainings for those who intend to acquire these skills. Oftentimes, when we find ourselves in conflict with other people, we seem to get into a regressive and aggressive state. In such a case, we tend to become irrational and just unreasonable so that we could get out of the conflict based on what we deem is right. This kind of behavior is quite understandable but it shouldn't be something to be tolerated. Hence, it is

important for the parties involved to pay attention to how a conflict can come to an end in a healthy manner. In line with this, there are ten strategies for conflict resolution shared to us by the Kansas Department of Health and Environment which you could check through this link. The strategies stated on the link would be efficient guidelines to anyone who needs to be guided on how conflict should be dealt with. Conflict is a concept familiar to most of us. Hence, we are aware of the consequences that it can cause if it is mishandled. Thus, knowing how to go around a conflict by efficiently implementing conflict management is important for it to be resolved. Keep in mind that with the resolution of conflict comes an opportunity for growth, may it be personally or professionally.

**Check Your Progress:**

<b>Q.NO.</b>	<b>Short Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Define Body Language and explain its significance in professional communication. How do "non-verbal cues" influence a listener's perception of a speaker?	K1	CO1	PO1
2.	Describe the Problem-solving process. List the four basic steps: identifying the problem, generating alternatives, evaluating/selecting an alternative, and implementing the solution.	K2	CO2	PO2
3.	Distinguish between Work Ethics and Work Etiquette. Provide two examples of how professional etiquette differs in a physical office versus a virtual meeting.	K2	CO1	PO2
4.	Explain the "Eisenhower Matrix" or a similar tool used in Time Management. How does distinguishing between "Urgent" and "Important" tasks improve productivity?	K4	CO2	PO4
5.	What is Character Building in the context of personality development? Explain how consistent "Values" and "Integrity" form the foundation of an individual's professional character.	K3	CO3	PO3
<b>Q.NO.</b>	<b>Essay Type Questions</b>	<b>Level</b>	<b>CO</b>	<b>PO</b>
1.	Critically examine the relationship between Conflict Management and Stress Management. How can unresolved workplace conflicts lead to chronic stress, and what strategies can a manager use to mitigate both?	K5	CO4	PO4
2.	Discuss the dynamics of Team-work. Analyze the stages of team development (Forming, Storming, Norming, Performing, and Adjourning) and the role of leadership in each stage.	K4	CO1	PO2
3.	Evaluate the impact of Decision-making skills on organizational success. Compare "Intuitive" decision-making with "Rational" decision-making—in which business scenarios is each more effective?	K5	CO5	PO4
4.	Analyze the role of Work Ethics in building a sustainable career. How do qualities like accountability, discipline, and honesty contribute to an individual's "Professional Brand"?	K1	CO2	PO1
5.	"Soft skills like Body Language and Etiquette are more important for modern leaders than technical skills." Evaluate this statement with reference to the concept of Emotional Intelligence (EQ).	K5	CO3	PO4

# UNIT V EMPLOYABILITY QUOTIENT

**Resume building- The art of participating in Group Discussion – Facing the Personal (HR & Technical) Interview -Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.**

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## **5.1 RESUME BUILDING:**

### **5.1.1 Definition of Resume:**

A resume provides a summary of your education, work history, credentials, and other accomplishments and skills. There are also optional sections, including a resume objective and career summary statement. Resumes are the most common document requested of applicants in job applications. A resume should be as concise as possible.

Typically, a resume is one page long, although sometimes it can be as long as two pages. Often resumes include bulleted lists to keep information concise.

### **5.1.2 Components of a Resume:**

#### **1. Contact details:**

Name, address, email and telephone number, clearly displayed

- Is email address appropriate?
- Is the message on mobile phone appropriate?

#### **2. Career Objective:**

Only include this if the job applying for

- Is part of career plans? Example: To gain experience in office administration prior to studying for a Bachelor of Business in 2012.
- Is related to something you are passionate interested in. Example: To use my many years of horse management and riding experience to assist in the care of performance horses.

Don't include a career objective if you just want to "get a job" which has no relation to your interests, career plans or prior experience.

#### **3. Education:**

Your school and current year level.

- If your grades are good include them. If they aren't it is better to leave them out.

#### **4. Achievements:**

These important aspects of your life tell a prospective employer a lot about you. This is not the time to be modest or to underestimate what you have achieved.

Try to write your achievement statements starting with a strong verb eg Achieved, Created, Lead, Managed, Won, Assisted, and Awarded.

- Awards
- Leadership positions in school and sport
- Certificates
- Special responsibilities
- Membership of Associations, Choirs, Service Groups eg lifesavers
- Membership of sporting teams and years of involvement
- Achievements in the Arts – Music, Art, Drama

#### **5. Skills**

- Languages
- High level of mathematical ability
- Musical ability
- Technology Skills
- Basic computer use – Indicate the level
- Advanced computer skills.
  - o Graphics
  - o Photoshop
  - o Video editing
  - o Excel
  - o Solving hardware problems
  - o Solving software problems
  - o Programming
- Other technology skills
  - o Electronics
  - o Film making

#### **6. Work Experience:**

##### **a) Paid work:**

Any work that you have done for an employer where you had to give them your tax file number. Include

- Job title
- Name and address of employer
- Dates that you worked for them eg Jan 2009 – April 2010
- Responsibilities

**b) Informal work:**

Helping in a family business, pet care or gardening, school work experience.

Include

- Job title
- Name and address of employer
- Dates that you worked for them. Example; Jan 2009 – April 2010
- Responsibilities

**c) Volunteer work:**

Fundraising, door-knocking for recognised charities such as Red Shield Appeal, caring for elderly relative or neighbour, assisting at a school or church function.

**7. Interests:**

Let them know something about you as an individual. Example: singing with a band, running in fun runs, surfing. - Modelling, fashion or shopping aren't interests to list....unless you are looking for work in a fashion retail store and then it would be important to mention these interests!

**5.2 GROUP DISCUSSION:****5.2.1 Definition:**

Group discussion is an important activity in academic, business and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication.

The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem.

**5.2.2 Differences between Group Discussion and a Debate:**

Debate is competitive in nature while group discussion is a co-operative group process. In a debate, a speaker can speak either 'for' the topic or 'against' the topic whereas in a GD, the speaker can express both. The final decision or result in a debate depends on voting while in a GD, the group reaches generally accepted opinion.

**5.2.3 Expectations of the Panel conducting Group Discussion:**

The following qualities of the candidates who are participating in Group discussion are tested.

- Team player
- Reasoning
- Leadership
- Flexible

- Assertiveness
- Initiative
- Creativity (out of the box thinking)
- Inspiring ability
- Listening

#### **5.2.4 Phases in a GD:**

- Initiation/introduction
- The central group discussion
- Summarization/conclusion

#### **5.2.5 What to do in a GD?**

- Speaking is important; do not sit silently. Speak freely.
- Do not monopolize the conversation or talk too much.
- Give everyone a chance to speak.
- Maintain eye contact with everyone in the group.
- Show active listening skills.
- Do not interrupt anyone while they are speaking.
- Keep the topic on track and don't be irrelevant.
- Encourage someone who is silent to talk.
- Do not argue with anyone.
- Do not debate with anyone, while the group looks on.
- Do not repeat what has been said; be attentive; try to develop on ideas expressed or give out new ideas.
- Clarify your doubts and then proceed.
- Be brief.
- Do not commit grammatical errors while talking.

#### **5.2.6 Some topics for Group Discussion:**

- Terrorism in India
- Religion should not be mixed with politics
- Morals & Values among Indians is Degenerating

### **5.3 FACING THE PERSONAL (HR & TECHNICAL) INTERVIEW:**

An interview is a physical interface between the interviewer and the interviewee with the objective of assessing the interviewee's potential for a purpose.

Remember that your interaction with the company official is a formal one. This should be evident in your manner and clothes. One should not show a sloppy attitude or try to be humorous. In terms of knowledge, you should show your awareness of your field (make sure you revise your text-books) and

awareness about the world (by reading newspapers and magazines). Be thorough in your approach and make sure you prepare for the interview in a comprehensive manner.

Start preparing for your interviews well in time so that you have enough time to review your subject knowledge and increase general awareness. The degree or the level to which you are prepared is an important factor. A compromise on this front could mean a lifetime compromise on your career.

Recruitment processes generally follow two rounds of interviews.

These two interview rounds are as follows:

### **5.3.1 Technical Round:**

Technical interviews go beyond personal interviews as they test the subject learning of the candidate. What have you learnt during the four years in an engineering college? Can you clearly explain some important concepts? Can you apply these concepts in the practical world? These are some of the questions that are tested in the technical part of the interview process.

Interviewers will try to ascertain the level of your seriousness during the technical interview. You may be asked to explain certain things you have learnt during college. At times, you may be even asked to draw diagrams or solve questions during the interview. It is a viva where you have to demonstrate your learning. Go over your text-books carefully and revise the concepts that you may have learnt in the first or second year. Do not leave out anything. Or at least some common concepts must be absolutely clear. If you are a mechanical engineer, for example, make sure you know all the ratios correctly.

Carry copies of your project work that you may have done and also show your comfort level in the work done. Do not, if asked, say that you did not know much about the project or that it was just a theoretical one and that there are no applications of it. In case you have not taken it seriously, take a look now. Demonstrate that what you have done was important to you and it also has wider application. But then also keep in mind that if you do not know an answer, do not bluff. Accept your shortcoming and simply say, "I don't know sir."

### **5.3.2 HR Round:**

In the HR Interview, many students face difficulties, simply because they have not thought about their ambitions and about themselves. Before you appear for campus placement interviews, it is advisable that you introspect and know yourself. Be articulate as to where you see yourself in 10-20 years. Describe your dream and ambition clearly. Do not show that you are taking up the job merely to gain experience and will shift as soon as you get a better one. Give a thought to your goals and be clear in your mind. If you are not convinced about these, how will you convince anyone else about your future?

An interviewer generally tests your communication & interpersonal skills, your intelligence, enthusiasm, maturity, flexibility, and leadership skills. He/she can also test your problem solving skills. Also, an interviewer wants to know how much knowledge you possess beyond your respective core field.

#### **5.4 FREQUENTLY ASKED QUESTIONS IN INTERVIEW:**

1. What are your strengths?
2. What are your weaknesses?
3. Why you are interested in working for our company ?
4. Where do you see yourself in 5 years? 10 years?
5. Why do you want to leave your current company?
6. Why was there a gap in your employment between *[insert date]* and *[insert date]*?
7. What can you offer us that someone else can not?
8. What are three things your former manager would like you to improve on?
9. Are you willing to relocate?
10. Are you willing to travel?
11. Tell me about an accomplishment you are most proud of.
12. Tell me about a time you made a mistake.
13. What is your dream job?
14. How did you hear about this position?
15. What would you look to accomplish in the first 30 days/60 days/90 days on the job?
16. Discuss your resume.
17. Discuss your educational background.
18. Describe yourself.
19. Tell me how you handled a difficult situation.
20. Why should we hire you?
21. Why are you looking for a new job?
22. Would you work holidays/weekends?
23. How would you deal with an angry or irate customer?
24. What are your salary requirements?
25. Give a time when you went above and beyond the requirements for a project.
26. Who are our competitors?
27. What was your biggest failure?
28. What motivates you?
29. How do you handle pressure?
30. What is the name of our CEO?
31. What are your career goals?
32. What gets you up in the morning?
33. What would your direct reports say about you?
34. What were your bosses' strengths/weaknesses?
35. Are you a leader or a follower?
36. What was the last book you've read for fun?
37. What are your hobbies?

## **5.5 PSYCHOMETRIC TESTS:**

Psychometric tests are a standard and scientific method used to measure individuals' mental capabilities and behavioural style. Psychometric tests are designed to measure candidates' suitability for a role based on the required personality characteristics and aptitude (or cognitive abilities). They identify the extent to which candidates' personality and cognitive abilities match those required to perform the role. Employers use the information collected from the psychometric test to identify the hidden aspects of candidates that are difficult to extract from a face-to-face interview.

Once the Human Resources manager, or person/s in charge of hiring, ascertains that you have fulfilled the initial requirements for the position by reviewing your resume, they will then send out a letter with specific instructions for sitting the psychometric test. The prime objective of this is to identify at an early stage those job applicants who are unlikely to fill the requirements of the position on offer and consequently narrow the applications further.

Some job applicants believe that the psychometric test is not a good measure to assess their real abilities, personality traits, and suitability for the job. However, the psychometric tests are statistically examined, and are constructed to be objective and unbiased. This is done by using standard methods of assessment so that everyone is presented with the same questions and instructions for completing them.

Psychometric tests are very reliable in predicting candidates' performance, and in most cases the test report provides an accurate evaluation of the applicant. However, this doesn't say that with a good preparation you can't improve your suitability for a job.

## **5.6 MOCK INTERVIEW:**

### **5.6.1 Definition:**

Mock Interview is an imitation interviewing session of an actual interview, which can be conducted by anyone who has little knowledge about the respective industry of candidate's interest. The interview tries to emulate an actual interview as closely as possible and aims to provide the candidate with relevant experience. With such a session, the candidate can learn and react to situations that are expected to happen during the real interview. Generally, these sessions are videotaped, as the candidate is shown with the tape once the interview is completed. Such interviews can be organized by career services for freshers, or by alumni, or even by friends and relatives.

### **5.6.2 Importance of Mock Interview:**

The main focus of the mock interview is to figure out self-knowledge, industry knowledge, behavioural competencies, skills proficiency, and more such aspects of the candidate. It is an excellent tool to practice for an interview for freshers, due to its worth even few experienced professionals prefer a mock interview before they finally go for the genuine interview round.

Mock interviews present the candidates with a fair idea of things and elements that they are going to experience during an actual interview round. Being a fresher, attending such an interview program can provide you with more other benefits as follow:

### **5.6.3 Advantages of Mock Interview:**

1. Helps in reducing anxiety and stress related to the interview: Interview is almost similar to an exam. And, the fear of answering unknown questions and meeting unfamiliar faces, normally generate lots of stress. The mock interview offers you a great opportunity to test your responses to such questions. You can even opt to hire skilled interviewer if you wish to secure feedback that is precise yet friendly. If you have someone experienced in the same industry in which you hold interest, then hiring him as an interviewer can be really fruitful for you.
2. Greatly supportive in boosting candidate's confidence: The main aim of mock interviewers is to focus and highlight the candidate's strength. They also focus towards correcting the candidate's weakness or weak points. As a result to this, candidates get familiar with their strengths and skills and able to secure high confidence level. They, therefore, perform well in their actual interview, keeping in consideration the fails during the mock interview session.
3. Offers you with constructive feedback in a friendly manner: No candidate is absolutely perfect, but a mock interview can help you to comprehend suitable responses to vital questions and also work on your weak areas. In a real interview, there is no feedback given for your interviewing, but the mock interview can be your best opportunity to get prepared for your first ever job interview. If you have given a couple of interviews previously, then such a session can help you understand your flaws that are coming in between of your path to your dream job.
4. Excellent way to get prepared for behavioural based interview sessions: Even if you are a fresher, it might happen that the company outlines a behavioural based interview session for you. Most of the time, company judge behavioural skills of a fresher through their body language. So, as a fresher it becomes extremely vital that you learn the right way to behave and react in an interview. Conducting a mock interview will also help you to learn basic practices and ways that are expected by the interviewer during the actual round.

### **5.6.4 Some Mock Interview Questions and Answers for Freshers:**

#### **1. How do you manage stress while you are working? Or, have you ever handled a stressful situation?**

Answer. Stress is a vital element on which most freshers are tested. It is because, most of the times, freshers are not able to cope up with stress and, therefore, deliver unproductive results. So when you are asked such a question, it is very much essential that you are prepared in advance for your own, unique

stress management techniques. A good answer can be, you speaking about your any past experience during which you effectively managed stress and deliver same or high productive end results.

**2. Have you ever worked with a team or do you always prefer to work alone?**

Answer. Being a fresher, you might not have got enough chances to work with a team, but make sure you have at least one experience to share when you worked and performed well with a team. It would be great if you were the team leader, but even if you were a resourceful team member, then it will impress the interviewer. Make sure that you portray to the interviewer that you are a good team player. You should also convey that you are equally comfortable working with a team or working alone.

**3. If the job requires travelling to distant locations, then will you be able to manage it?**

Answer. Since you are a fresher, so the possibility is that you will have fewer responsibilities to look after. For this reason, the interviewer is always expecting a 'YES' to the answer for this question. In case you are not willing to travel due to any personal reason, so it is better that you clear this out during your interview session only.

**4. Do you think you are a successful person? If yes, then why, and if no, then also give us a reason?**

Answer. The answer to this question must always be a positive one. You should always consider yourself successful, and this is what that the interviewer is interested to listen. A good explanation for this can be your goals that you have achieved. You can even talk about upcoming goals which you will achieve soon as you are moving on the right track. It is because a person who is able to achieve his goal within his assigned time frame is considered successful by others.

**5. What major accomplishments did you achieve during your course study program?**

Answer. Since you are a fresher, so definitely you won't possess any prior work experience. But surely you must have some accomplishments from your course program to discuss with others. You can speak about any successfully completed project or when you were being awarded for excel performance in a specific field and more such events. It is because, the interviewer just want to have an idea that whether you were a bright performer during your course study program or were you just another student in the class.

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The kind of fulfillment drawn from making such a connection or relationship, therefore, is experienced by two parties and can act as a stress reliever, drive away any feelings of anxiousness or depression, improve productivity, and ultimately boost EQ levels.

## **Lesson 16 Stress Management**

### *Introduction to Stress*

Stress is a part of day-to-day living. It is a common human phenomenon and part of life. As college students you may experience stress meeting academic demands, adjusting to a new living environment, or developing friendships. The stress you experience is not necessarily harmful. Mild forms of stress can act as a motivator and energiser. However, if your stress level is too high, medical and social problems can result.

Work for most call centre staff involves deadlines to meet, targets to reach and problems to solve on a daily basis. The reality of working in the 21st Century, however, means that these deadlines are often moved, targets become ever more challenging and despite the promise of empowering workplaces, many individuals feel a loss of control over their daily lives. Everyone in his or her job, at some time experiences pressure. Too much pressure over a sustained period can however result in stress, that is, unless it is managed properly. Stress has been called the „invisible disease“ and can affect you, your employer, your colleagues and those closest to you. It is important therefore that you understand what it is and how you can manage your working life in order to minimise its occurrence.

### *Definition*

**Hans Selye** was one of the founding fathers of stress research. His view in 1956 was that —stress is not necessarily something bad – it all depends on how you take it. The stress of exhilarating, creative, successful work is beneficial; while that of failure, humiliation or infection is detrimental. Selye believed that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative.

Since then, a great deal of further research has been conducted, and ideas have moved on. Stress is now viewed as a "bad thing", with a range of harmful biochemical and long-term effects. These effects have rarely been observed in positive situations.

The most commonly accepted definition of stress (mainly attributed to Richard S Lazarus) is that **stress is a condition or feeling experienced when a person perceives that “demands**

**exceed the personal and social resources the individual is able to mobilize.”** In short, it's what we feel when we think we've **lost control of events**.

Stress is the —wear and tear, our minds and bodies experience as we attempt to cope with our continually changing environment.

We can say,

$$S = P > R$$

**Stress occurs when the pressure is greater than the resource** How can we know that one is under stress?

These are the ways to recognize...

Typical symptoms of stress

### **Types of Stress**

- **Eustress** refers to the stress that is induced from events that are perceived to be good or positive (also referred to as the —good stress). Examples include starting college, getting married, or having a baby
- **Distress** refers to stress that is induced from events that are perceived to be bad or negative (also referred to as —bad stress). Examples include failing an exam, fighting with a friend, or getting a speeding ticket.
- **Hypostress** refers to the stress that is induced from lack of stimulation or boredom, which may not have any consequential effect.

Under **distress** we have three types of stress as described, in the **order of increasing intensity**:

- **Basic Stress**
- **Cumulative Stress**
- **Traumatic Stress**

### **Basic Stress:**

Every individual experiences basic, minor stress in daily situations that may produce tension, frustration, irritation, anger, etc. A person's vulnerability (reaction) is largely determined by one's physical and psychological strength or weakness at these times, and thus the level of stress will vary accordingly. For example, a person who is ill, has not had enough sleep, or is troubled or worried, etc., is likely to react more readily and more intensely. Personal attributes which may contribute to one's reaction to stress are:

- Past experiences;
- Education;
- Professional skills;
- Philosophical approach to life;
- Age;
- Level of physical fitness; and
- Personal self-esteem.

Stress consumes physical, cognitive and emotional energy. Although it is natural to suffer some degree of stress in difficult situations, in order to avoid disruption of a person's ability to function properly, both physically and mentally, stress should not be allowed to accumulate to a point where it cannot be controlled.

### **Cumulative Stress**

Cumulative stress is the result of strain that occurs too often (FREQUENCY), lasts too long (DURATION) and is too severe (INTENSITY). In these circumstances, distress leads to exhaustion and other manifestations so that a person is unable to cope with the amount of stress he/she is experiencing.

He/she may be assigned to work with colleagues that are not personally or culturally compatible. In addition a person may be challenged by minor, irritating strains related to unfamiliar or unpleasant situations. For example, difficulties related to housing (privacy, shortages of water, heat/cold, noise, etc.); travel (risks, threats, tedious controls at checkpoints); food (shortages, diet, illness); unfamiliar language and culture, etc.

A person may suffer the personal stress of being away from home, friends and loved ones, and become lonely and vulnerable to the effects of permanent low grade stress, or even to acute

traumatic stress. If cumulative stress is not cared for, it may lead to *burn-out* or *flame-out*, which may precede other very serious stress disorders.

### ***Burn-out:***

Ongoing stress may result in burn-out, or professional and personal exhaustion. A person suffering from burn-out will exhibit changed attitudes concerning his/her work & colleagues. For example, a person suffering from burn-out will either avoid work or, more often, become totally immersed in it and will exclude all other aspects of life. Usually there are signs of depression, loss of self-confidence and/or self-esteem, diffused sadness, guilt and grief.

### ***Flame-Out***

In the case of a rapid onset burnout, particularly if the needs for periodic rest, proper food and exercise are overlooked or ignored, the so-called flame-out phenomenon may result. Usually this reaction to stress can be treated at once by instructing the person experiencing flame-out to leave the scene temporarily, until he/ she has regained control/composure. Some symptoms of flame-out are:

Intense fatigue, often associated with exhausting hyperactivity;

- Feelings of sadness, discouragement, depression; guilt, remorse; hopelessness;
- Failure to admit to a state of psychological exhaustion, and denial of any loss of efficiency;
- Inability to objectively and accurately assess personal and professional performance;
- Physical signs of exhaustion may also be experienced, e.g. fatigue; headache; back pain; and stomach ulcer (called stress ulcer).

### ***Traumatic Stress***

Whereas cumulative stress increases over a period of time and at some point can be recognized and arrested, traumatic stress is the result of a single, sudden and violent assault which harms or threatens an individual or someone close to him or her, either physically or psychologically. The following are examples of trauma which may be experienced in the field:

- Being a powerless spectator of violence, murder, large scale massacres, epidemics, disasters or famines;
- Hearing first-hand reports of ill-treatment and torture;
- Direct or indirect intimidations and threats;
- Bombing of buildings; mining of roads;
- Attacks on vehicles and convoys;
- Armed attacks and robberies;
- Witnessing large-scale material destruction.

Although the range of emotional reactions to trauma is limited, such reactions may vary from one individual to another. The time it takes for these reactions to appear, and their severity, depends on the person's character and vulnerability at the time. The reaction(s) may appear immediately, or after a few hours or days: this is *acute stress disorder*. Or the reaction(s) may appear after a few months, or in rare cases, in a few years: this is *post-traumatic stress disorder (PTSD)*.

**PTSD** may be compared to a wound that will not heal naturally.

An individual with PTSD may, after a period of well-being, experience a delayed onset disorder which generally can be recognized by several criteria:

- Persistent re-experiencing of the traumatic event;
- Avoiding association with any stimulus that is a reminder of the trauma;
- Symptoms of exaggerated alertness or caution and possibly inappropriate, or even violent, reactions to threatening situations.

### ***What Causes Stress?***

Although we tend to think of stress as caused by external events, it is the way in which we interpret and react to events that makes them stressful. People differ dramatically in the type of events they interpret as stressful and the way in which they respond to such stress. For example, speaking in public can be stressful for some people, and not for others. Also the type and severity of stress response varies from one individual to another, according to their personality, experience, motivation and the support they receive from managers, colleagues, family and friends.

It's important to identify the causes of stress and try and deal with those causes as quickly as

possible before the more serious symptoms of stress become apparent.

### ***Change is stressful***

Stress is often caused by a major life event. It might be divorce, a child leaving home, getting pregnant, moving to a new home, changing jobs, finding out we are ill, moving school, going to college and so on. When change happens quickly, it is likely to be more stressful. If you have many changes to cope with at the same time, more stress is experienced.

### ***Routine and daily causes of stress***

We don't very often have a major change in our life but, other things are stressful too. Because these small upsets occur so often, they often give us the most stress.

### ***Examples of daily causes of stress are:***

## **Relationships**

- Problems with friends.
- Splitting up with a partner, girlfriend or boyfriend.
- Disagreements with members of the family.
- Rebellious teenagers.

## ***Social***

### **Environment**

- Living in an unsafe neighbourhood.
- Noise.
- Pollution.
- Light at night.
  
- Overcrowding.

## ***Internal***

- Dissatisfied with work.
- Too much work.
- Conflicts with boss or teachers.
- Conflicts with colleagues or peers.
  
- Work too difficult.

- Poverty.
- Financial pressures.
- Racial and sexual
- Discrimination or harassment.
- Unemployment.
- Isolation.
  
- Lack of social support.
- Uncertainty or worries.
- Pessimistic attitude.
- Self-criticism.
- Unrealistic expectations or beliefs.
- Perfectionism.
- Low self-esteem.
- Excessive or unexpressed anger.
  
- Lack of assertiveness

Below are some common causes of stress at work.

### **JOB DEMANDS**

- unrealistic or unclear expectations
- too much to do or too little time to complete assignments
- lack of challenge or job burn-out
  
- lack of input on how you do your job
- difficulty juggling work and family responsibilities

### ***JOB SECURITY***

- performance evaluation, raise, or salary cut
- financial cutbacks, reorganizations, hiring freezes, and lay-offs
- change in job responsibilities or classification

## ***RELATIONS WITH YOUR SUPERVISOR AND CO-WORKERS***

- poor communication or conflicts among staff
- inadequate support from supervisor or co-workers
- favoritism, differential treatment, or insensitivity
- loss of staff or staff turnover

### ***When Stress Becomes Distress***

Stress is a fact of everyday life. And, in fact, studies indicate that mild levels of stress actually facilitate learning, probably because they help us to mobilize our energy and resources and motivate us to do our best. But, what happens when stress is at a high level for a long time? We are at risk for depression, anxiety and panic -- not to mention a whole host of physical ailments.

Learn to recognize stress overload by these warning signs:

#### **Recognizing stress in yourself and others**

Stress can present itself through a wide range of physical, behavioural and/or psychological symptoms. Common symptoms include:

- ***Physical***

Headaches; high blood pressure; sleep disturbances; nausea; tearfulness; muscular aches and pains; susceptibility to infections with an increase in cold/flu type illnesses etc.

When stress is experienced over long periods the acute stress reaction may evolve into a chronic condition with the associated concerns of: persistent high blood pressure; development of digestive disorders e.g. stomach ulcers; there is also an increased risk of strokes and heart attacks.

- ***Behavioural***

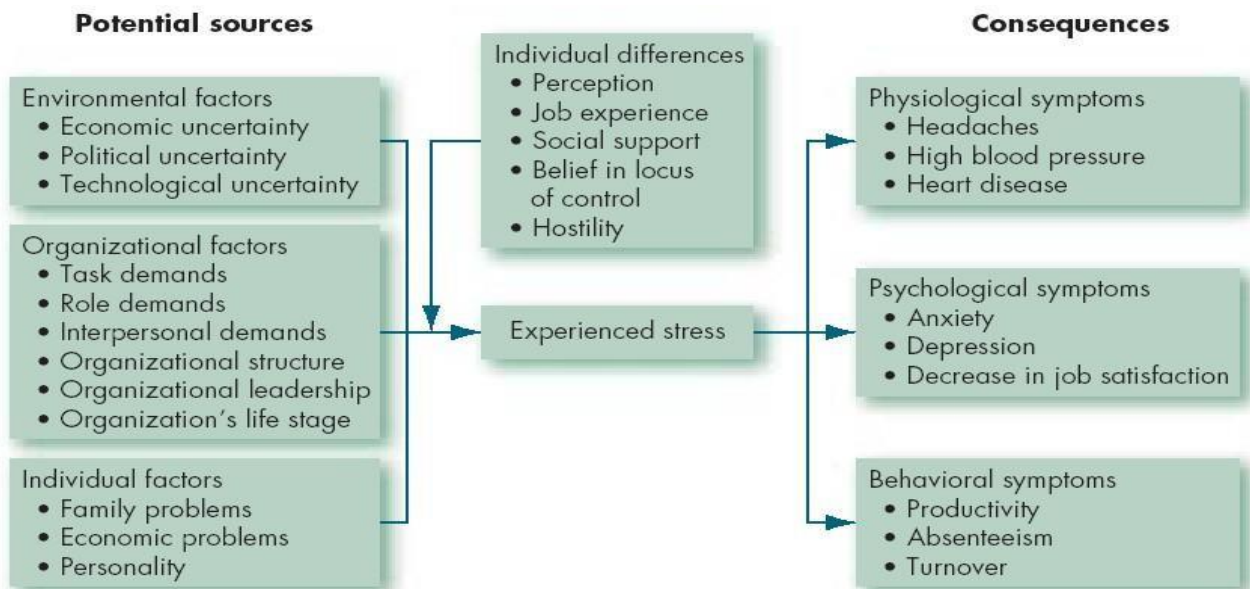
Poor concentration; memory loss; irritability; substance abuse (i.e. increase in intake of alcohol, coffee, tobacco); lateness; an increase in absenteeism; reduced work performance;

more accidents at work and at home; an inability to achieve a good performance at work despite good intentions and plans; withdrawal from usual social contacts.

- ***Psychological***

Depression; misplaced anxiety; apathy; lack of motivation; poor concentration and memory; low self esteem; fear of failure.

***Consolidating all the information:***



### • *Stage 1: Alarm Reaction*

- Perceived threat, drop in BP, muscletension, the body prepares for confrontation.

### • *Stage 2: Resistance*

- Chemical production
- Body keeps up defences, but becomes vulnerable.

### • *Stage 3 : Exhaustion*

- Body begins to manifest signs of prolonged hormone secretion, in need of recovery e.g low blood sugar, kidney damage, low hormone levels.

### ***What Does and Doesn't Work***

What doesn't work to manage stress? Drugs and alcohol may help suppress or mask certain symptoms in the short-term, but they do nothing in helping us deal with the sources of the stress itself and of course can be self-destructive in the long run. Catharsis -- screaming into a pillow or playing aggressive video games -- doesn't work any better and can actually increase some people's feelings of anger and aggression. While stress can't be eliminated, it can be managed so that it's not a destructive force in our lives. The first strategy, wherever possible, is to remove the stressor from your life, or to remove yourself from the stressor. In other words, change what you can! Get rid of small irritations; end damaging relationships; drop from five courses to four. The second option is to change your response and/or your interpretation of the situation. Because part of the source of stress in any situation lies in our attitudes and beliefs, we can never really run away from it. Thus, a good formula for coping with stress involves striking a balance between changing our environment and changing ourselves.

### ***Simple means to cope with Stress***

Remember our goal is not to eliminate stress but to learn how to manage it and learn how to use it to help us. Insufficient stress acts as a depressant and may leave us feeling bored or dejected. On the other hand, excessive stress may leave us feeling tied up in knots. What we

need to do is to find the optimal level of stress which will individually motivate but not overwhelm each of us.

### **Stress reduction/management**

If any of the aforementioned relate to you, the following solutions may help reduce or make you more resilient to stress:

#### *Identify personal stressors*

If you can, work out what in particular stresses you are and explore some practical ways to minimize the cause. There may be some issues you cannot change immediately, but there may be others you can alter or avoid.

### **Individual approach**

#### **Positive Ways to Cope with Stress**

1. **Exercise!** Whether you garden, roller-blade or do yoga, physical activity is one of the best methods to relieve stress and strengthen your body to withstand its effects.
2. **Escape -- for awhile.** Get away from whatever is causing the tension. Lose yourself in a book or take a bath so you can calm down and come back to deal effectively with the situation.
3. **Eliminate small hassles wherever possible.** Don't shop at the busiest time. Buy a bus pass if you're always short of change when the bus comes.
4. **Breathe!** Take time out to practice slow breathing. As you exhale very slowly say the word "relax" or "calm." As the air expires, let the body relax.
5. **Try relaxation or meditation.** Consider taking a course to learn these techniques. Or, make an appointment with a counsellor to learn the basics.
6. **Be realistic.** Don't try to be superhuman: be realistic and don't expect too much from yourself. Make a good effort, but don't try to achieve the impossible.
7. **Draw on spirituality.** If you draw strength from your spirituality, make time for it. It may fortify you to cope with stressful demands or help you to put things into perspective.
8. **Set priorities and goals.** Managing your time well reduces stress! When

you're overwhelmed, take time to figure out what your priorities are. Then, break down intimidating projects into smaller steps. Devising and sticking to a weekly schedule can also help.

9. **Take time for you.** Plan a little time each day for fun and recreation, whether your thing is playing the guitar, reading trashy novels or playing pinball. You'll find that it will help you deal with stress and so, in the long run, it will help your studies!
10. **Note the positive.** Take time to consciously reflect on and even write down or all the things that are good in your life. This can help keep you grounded as the tornado whirls around you.
11. **Laugh!** Whether you play charades with friends or watch Mr. Bean reruns (whatever makes you giggle), research shows that laughing is an excellent way to cope with stress.
12. **Talk to others.** Don't bottle up your feelings, reach out to those you trust: a friend or family members. Talking may not take the source of your stress away, but it can help you to put it into perspective, reduce your anxiety and come up with some solutions.

## UNIT-V

### Lesson 17 Social Graces

Social graces are skills used to interact politely in social situations. They include manners, etiquette (the specifically accepted rules within a culture for the application of universal manners), deportment, fashion and refinement because you have many things to say doesn't mean you're entitled to dominate every conversation, constantly interrupt others when they're talking, or engage in loud, abrasive arguments if someone disagrees with you. If you are a socially refined person, you understand why you have one mouth and two ears and use them accordingly to encourage others, keep an open mind, eschew gossip and practice discretion. The authors of "Social Graces: Manners, Conversation, and Charm for Today" advise that you not only avoid controversial topics when meeting others for the first time but that you steer clear as well of personal questions that might make them uncomfortable. If you inadvertently offend someone or make a mistake, the socially responsible thing to do is apologize as soon as possible.

## **SOCIAL GRACE AT WORK**

Socially correct behavior is all about observing The Golden Rule you learned in childhood -- treating others the way you want to be treated. This means acknowledging their presence with a pleasant greeting, always remembering to say "please" and "thank you," respecting their privacy, opinions and possessions, and being a thoughtful and considerate guest, whether it is for a dinner or a weekend stay. Opening doors, giving up your seat on public transportation or simply lending a helpful hand to someone in need without anyone asking are all demonstrations of proper manners. To this etiquette list is added the necessity of giving others your undivided attention by not texting, taking or making cell phone calls, or reading a book while they're trying to interact with

## **ACQUIRING SOCIAL GRACE**

How you behave in the privacy of your home is often different from how you act once you step outside your front door. Social graces dictate your being mindful of how others perceive both you and your actions. Talking or yelling loudly, engaging in inappropriate displays of affection, spitting on sidewalks, littering, playing loud music, swearing or cutting ahead of others in lines are all discourteous behaviors. If you travel abroad, you must also follow the codes of conduct observed by other cultures. Consider your physical appearance as well. Dressing inappropriately and/or smelling badly are not the trademarks of a well-bred person. No matter your age, education or social status, modesty and cleanliness are always in fashion.

Everyone likes to know they are appreciated for kindnesses they have performed, writes Peggy Post, author of "Emily Post's Etiquette." Whether it's a card, a present or a favor, there's no excuse for not taking the time to express what it meant to you. In an earlier era, this was by way of a handwritten note. The advent of technology, however, has reduced this simple courtesy to emails, voice mails, text messages or, sadly, no "thank you" at all. No matter how busy you are, keep in mind it will probably take you less time to compose a thoughtful response than it took your recipient to do the kind deed initially. Another important tradition that has fallen by the wayside is the gracious acknowledgment of social invitations. Never leave your host hanging by failing to RSVP or, worse, bringing along uninvited guests.

## **Lesson 18 Table Manners**

If you dine with other people, focus on making it a pleasant experience for everyone at the table. They may not act picky if you accidentally use the wrong fork. However, they will notice if you talk with your mouth full, chew with your mouth open, park your elbows on the table, take more food than everyone else, burp, belch and slurp, or do a farmhouse reach across the table for something rather than asking someone to please pass it to you. They'll also notice if you're rude to the wait staff, wad up your cloth napkin and plunk it on top of the remains of your meal, floss your teeth, leave the table without requesting to be excused, or -- if you're a male -- sit down before all of the ladies sit first.

The food arrives at different times. If a significant time elapses between the arrival of the respective diners' hot dishes, the host (or if there is none, the other diners) should urge the first who have been served to go ahead and eat. If everyone is having cold dishes, follow the rule of waiting until everyone is served.

You want to send food back. As a rule, send a dish back only if it isn't what you ordered; it isn't cooked to order (a supposedly medium-well fillet arrives bleeding, for instance); it tastes spoiled; or you discover a hair or a pest. Just speak calmly and quietly to the server when making the request.

Your side dishes come separately. When vegetables are served in individual small dishes, it's perfectly proper to eat them directly from the dish. Or, if you choose to transfer the food to your dinner plate, use a fork or spoon to carefully slide them onto the plate. You could also ask your server to transfer the side dish to your plate when he brings it. If necessary, ask for the empty dishes to be removed so that the table isn't overcrowded.

You want to taste one another's food. Accepting another person's offer to taste a morsel of his dish --or offering a bite of yours-- is fine as long as it's handled unobtrusively. Either pass your bread plate to the person so he can put a spoonful on it or (if he's sitting close by) hold your plate toward him so that he can put the morsel on the edge. Do not hold a forkful of food to another diner's mouth, and don't ever spear something off the plate of anyone else.

You're faced with unfamiliar foods. If a food you're not sure how to eat comes on a platter of appetizers --a type of sushi, perhaps, or crab in the shell-- you, as a polite diner, have three

choices of how to proceed: (1) Wait until someone else starts to eat and follow suit. (2) Ask how the food should be eaten (fingers or fork, for example). (3) Avoid the food altogether. Only the ill-mannered diner cries, "Ewww . . . what's that?"

You're not sure how to rest your utensils. During the meal, never place a fork or spoon you've been using directly on the table. Instead, place the utensil diagonally on the edge of your plate, not propped against it like an oar. In fact, how you place your utensils on your plate is a code to the waiter, letting him know whether you have finished a course.

### ***Leftover Food***

When you have food left over that you don't want to go to waste, it's usually acceptable to ask for a doggy bag—today, often a lidded container slipped into a small paper bag. When not to request one? First, at most business meals. (If you're dining with a business associate who's a close friend, it's fine to request a bag if you're going Dutch—but if she's the host, leave leftover food behind.) Second, at a wedding reception or other special function.

### ***Condiments***

Condiments range from salt and pepper to the individual small dishes that accompany Chinese, Indian, and other ethnic foods.

### ***Fruit and Cheese***

It's possible that a fruit course may be served at some point during the meal—either with the salad, after the main course (in that case, often with cheese), or as dessert.

The days of peeling your own fruit are largely past, but a whole fruit should be quartered, cut up, and eaten with a knife and fork. Cheese, seen on the menu in many upscale restaurants, is served before the dessert course. The server female will either bring a tray of cheeses or wheel out a cart, suggesting the most suitable choices. Slices of different types are then arranged on a separate plate (often centered with a piece of fruit, a wedge of fig, or plum cake) for each diner. While the cheese can be eaten on bread, the full flavour comes through if you eat it with a knife and fork. Start with the milder cheeses and progress to the strongest.

### ***Dessert***

In some place settings, a dessert spoon and fork are placed horizontally above the dinner plate. Use the fork for eating and the spoon as a pusher-or vice versa, depending on the softness of the dessert.

### ***Coffee and Tea***

If a waiter places a pot of coffee or tea on the table but doesn't pour, the person near the pot should offer to do the honours, filling her own cup last. Two other points:

Do not take ice from your water glass to cool a hot drink. Just be patient.

Do not dunk doughnuts, biscotti, or anything else into your coffee.

### ***Hot Towels***

In some upscale restaurants, steamed hand towels are brought to diners at the end of the meal. Use the towel to wipe your hands and, if necessary, the area around your mouth. (Wiping the back of your neck or behind your ears is best not done in a restaurant.) Most waiters will take the towel away as soon as you've finished, If not, leave the towel at the left of your plate, on top of your loosely folded napkin.

### ***Excusing Yourself***

When you need to get up to go to the restroom, it isn't necessary to say where you're going-a simple "Excuse me, please; I'll be right back" is sufficient. At other times, a brief explanation is in order: "Please excuse me while I check with the babysitter." Leaving without a word is rude.

### ***Grooming at the Table***

In most circumstances, it is more polite to excuse yourself and put on lipstick in the ladies' room than to do it at the table. The exception is when the restaurant has an informal atmosphere and you're among friends, in which case you can apply the lipstick quickly. What you should avoid is a primping routine--no compact, no powder. And then there's that never-to-be-broken rule: Whether you're a man or a woman, don't use a comb at a restaurant table,

nor should you rearrange your hair or put your hands to it wherever food is served. Using dental floss at the table is a major never-ever. Believe it or not, some people have no qualms about doing something so private in public.

A lot can happen over coffee and dinner, but not if you have poor table manners! Yes, you get judged even at the dining table, whether you are meeting someone at a cafe, attending a sit-down dinner party at a friend's home, or dining at a fancy restaurant. So, knowing proper etiquette is important to make a good impression.

Always wait for your host to guide you to your seat; he/she may already have seating arrangements in mind. If you are the host, keep in mind to guide the guests to their seats. The guest of honor will always be seated to the host's right and the second most important guest to the host's left

Sit upright; do not slouch. Remember not to place your elbows on the table. Keep them by your side so that you don't elbow the person sitting next to you. Unfold the napkin and place it on your lap as soon as you are seated. Large napkins should be unfolded halfway and small ones should be unfolded completely. Use the napkin occasionally to pat your lips or the sides of the mouth. Remember not to make a scene out of wiping your mouth with the napkin. Also, don't even think about blowing your nose into the napkin. Excuse yourself from the table and go to the restroom if you do feel like blowing your nose. When you get up from the table temporarily, leave the napkin on your chair. At the end of the meal, loosely fold your napkin and place it to the left of the plate in front of you. If there is no plate at the center of the place setting, it is appropriate to lay the napkin in the center.

At a formal sit-down dinner, each course will be brought to you and placed to your left. At a casual dinner, however, the food may be served by the host, or it may be passed around for the guests to help themselves.

Before picking up the cutlery and digging into your meal, make sure everyone else has been served. Wait for the cue from the host before you begin eating. Traditionally, the host has the first bite after all the guests are seated and all the food is served.

Try to make as little noise as possible while cutting up and later chewing your food. Also, keep your mouth closed while chewing. Although it is advised to take active part in the

dinner conversation, remember not to speak with food in your mouth. Swallow, take a sip of your drink if need be, and then proceed with what you have to say.

The food is usually placed to the left of your plate and the drinks to your right. There's a trick to remembering where the forks and spoons should go. Fork has four letters. So does the word left. So, it goes to your left. Similarly, spoon and knife have five letters each, just like the word right. So, they go on your right. The dessert spoon and fork are usually placed at the top of your plate.

Another question that plagues many of us is how best to remember where the utensils are placed and the specific function of each fork, spoon and glass. Each course has its own utensils. Every piece of silver from the entrée fork to the dessert spoon may be placed in front of you when you are seated, or they may arrive as each course is served.

The universal rule is to start using the cutlery from the outside and working your way inwards as the meal progresses. If a salad is served to you first, start with the fork farthest from the left side of your plate. The knife and fork closest to your dinner plate should be used for eating the main course.

The continental style is usually followed both during formal and informal dinners. This would involve holding the fork in the left hand with the tines facing down, and the knife in the right hand with your index finger resting on the blunt side of the blade. Cut the food with the knife and spear it with the fork to bring it to your mouth. Cut the food into bite-size pieces. Remember not to cut it all up at one go. Also, do not lick the knife or put it in your mouth. If the knife isn't needed, it can remain on the table. Remember to bring the food up to where your mouth is, instead of leaning down to your plate. Even if you find it difficult to load food onto your fork or spoon, refrain from using your fingers to push the food onto the cutlery. It is also impolite to use the utensils to point or gesture at somebody or something.

No matter how hot your food is, when served, do not blow on it. Wait for it to cool down before attempting to eat it.

**When the basket of bread or rolls is passed to you, take only one. Never cut up bread with the knife. Instead, break it using your hands. Butter the pieces one bite at a time before placing them into your mouth with your hand.**

## **Lesson 19 Dress code**

### **MART CASUAL**

**Women:** Wear a pencil skirt or dress pants, paired with a silk or button-down top and high heels.

**Men:** Opt for dressy trousers, paired with a collared shirt and loafers.

**When to wear it:** office parties, happy hours, business luncheons.

### **DRESSY CASUAL**

**Women:** Avoid wearing denim, tennis shoes, and cotton tees. Instead, opt for silk pants, dress pants, or a skirt. Pair with a patent leather flat, or one with nice embellishments such as a bow, buckle, or a print.

**Men:** Wear trousers and a dress shirt with a leather loafer, oxfords, or a slip-on shoe. Pair with a blazer or sport coat. Avoid showing up with wrinkles or clothes one size too big, too small, or in a non-coordinating color. A tie is optional.

**When to wear it:** church, dinner, or an invite received via phone or e-mail.

### **COUNTRY CLUB CASUAL**

**Women:** Choose an open-necked or polo shirt. You can also opt for dresses and skirts with minimal accessories.

**Men:** Wear an open-necked or polo shirt, paired with khakis. Accessorize with leather shoes and a belt.

**When to wear it:** cruise lines, the country club, friend's home for dinner, nice restaurant.

## **BUSINESS CASUAL**

**Women:** Put on a skirt, khakis, or dress pants paired with long sleeve or three-quarter sleeve tops. A casual dress and flats are options as well.

**Men:** Wear a button-down or a polo shirt, paired with khakis, or dress pants. If you so desire, layer with a v-neck sweater, a blazer, or a sport coat. A tie is optional.

**When to wear it:** company party, daily work attire, business lunch meetings.

## **COCKTAIL ATTIRE**

**Women:** Wear a shorter dress with some frill. The classic little black dress makes for great cocktail attire, and is the easiest to show your personality by accessorizing to suit your mood.

**Men:** Wear a dark suit, coat, and tie. Opting for dark jeans paired with a jacket and tie is also acceptable at some cocktail events, depending on how casual the atmosphere is.

**When to wear it:** adult birthday parties, evening social events.

## **LOUNGE**

**Women:** Wear a dress that would be appropriate for brunch or afternoon tea. It should fall to, or slightly above, the knee, and not be too sparkly or low-cut. Incorporate a jacket or shawl to cover the arms.

**Men:** Opt for a dark suit, paired with a French-cuffed, crisp white shirt. You can go with or without a tie. Opting for a vest instead of a tie adds to the informality of the look.

**When to wear it:** daytime engagement parties, business breakfasts, afternoon tea.

## **WHITE TIE**

**Women:** A floor-length ball gown is a must. Accessorize with opera length gloves, glamorous jewels, and up-do hairstyles.

**Men:** Wear a short or waist length black tailcoat (tails should reach the back of your knees,) white bow tie, starched white shirt, and a cummerbund (optional). Sport high-quality black pants.

**When to wear it:** charity fundraisers, government ceremonies, weddings, the opera.

## **BLACK TIE**

**Women:** Gussy up in a floor-length ball gown. A very dressy cocktail dress may be acceptable depending on the venue of the event.

**Men:** Wear a dark suit or a tuxedo without tails. Pair with a white shirt and a tie, or a bow tie with or without a vest and a cummerbund.

**When to wear it:** charity fundraisers, political dinner parties, weddings.

## **CREATIVE BLACK TIE**

**Women:** Dress up in a long gown, cocktail dress, or snazzy separates. Accessorize with the latest trends, such as feathers, sequins, sheer fabrics, and capes. Show off your personality with every detail.

**Men:** Incorporate trendy prints in with your tie and a dressy shirt. Mix fabrics such as a silk blazer and a dress shirt to create a formal, yet interesting, look.

**When to wear it:** galas, silent auctions, weddings, and formal dinners that have a fun atmosphere.

## **WARM WEATHER BLACK TIE**

**Women:** Wear a long gown with white gloves and minimal jewelry.

**Men:** Wear a white dinner jacket, in a worsted wool, gabardine, linen, or cotton fabric material. Pair this with a white dress shirt, bow tie, a cummerbund, and nice black leather shoes.

**When to wear it:** formal events that are held outdoors, such as a cruise line or country club dinners, weddings, and galas.

## **BLACK TIE OPTIONAL**

**Women:** Look glamorous in a long gown, cocktail dress, or luxurious separates. Accessorize with items such as long gloves, clutches, and jewelry to top off the whole look.

**Men:** If you own a tuxedo, put it on. If not, wear a suit in a dark color such as charcoal or black, paired with a white dress shirt, and a solid colored tie. Make sure patterns are kept to a minimum and shoes are shined. Accessorize your look with a pocket square and cuff links.

- Dressing for Work
- Career Clothes
- Dress Essentials
- Dressing for Career Fairs
- Dressing Business Casual
- Home >
- Jobs + Internships >
- Appearance and Attire >

## **Dressing for Interviews**

Before you say a single word to the interviewer, you have already made an impression based on how you're dressed. The guidelines given here are commonly accepted as appropriate for interviewing. Every company has a different dress code; how you dress at the job may have very little to do with how you dress for an interview.

### **Men**

- Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to

—dress down for an interview, regardless of company dress code policy. When in doubt, go conservative.

- You should wear a suit to interviews. —Suit means the works: a matching jacket and pants, dress shirt, tie, coordinating socks and dress shoes. A dark-colored suit with light colored shirt is your best option.
- Your suit should be comfortable and fit you well so that you look and act your best. There is a difference between not yet feeling at ease in a suit and trying to fit into the same suit you wore to your sister's wedding when you were 15. (In the latter case, it's time to invest in a new suit!)
- Avoid loud colors and flashy ties.
- Clothing should be neat, clean, and pressed. If you don't have an iron, either buy one or be prepared to visit the dry-cleaner's often. Shower or bathe the morning of the interview. Wear deodorant. Don't wear cologne or aftershave. You don't want to smell overpowering or worse, cause an allergic reaction.
- Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don't eat before the interview. Don't smoke right before an interview.
- Your hair should be neat, clean, and conservative.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It's much better to be too dressed up than too casual. A good rule of thumb is to dress like your boss. Shoes should be well-polished and in good condition, not scuffed or run-down at the heels. They should also match your belt. You will get a great deal of use out of a good-quality pair of dress shoes in a traditional style. Ask the salesperson at the shoe store for advice. Be sure to shave the morning of the interview, even if you don't ordinarily shave every day. If you have a full beard or moustache it should be trimmed and neat-looking. This may sound like a lot of rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to dress like this every day, but you are more likely to be taken seriously when you present yourself in a professional manner and take the time to attend to details.

## **Women**

- Generally, you should wear a suit with a skirt or pants. When in doubt, be more conservative.

- Your suit should be comfortable and fit you well; if your waistband is cutting you in half or your jacket is too tight, you won't look or act your best. Some stores offer free alterations when you purchase a suit, or you may want to find a tailor to adjust a suit you already own.
- Interview suits should be simple and dark in color. Anything tight, bright, short, or sheer should absolutely be avoided. (Interviewers have been known to complain about the length of interviewees' skirts; if you have any doubts, it's probably too short.) Knee-length skirts are suggested. Very long skirts, while modest, are also considered too trendy for an interview.
- Wear a conservative blouse with your suit. Do not wear bright colors, animal prints, or anything lacy, sheer, or low-cut.
- Make-up and nail polish should be understated and flattering; shades that are neutral to your skin tone are generally advisable. Avoid bright or unusual colors or very long nails.
- Keep your jewelry and hair accessories to a minimum, and stick to those that are not flashy, distracting, or shiny. One ring per hand is best.
- Shoes should be conservative and fairly low-heeled. They should be in reasonably good condition, not scuffed or run-down at the heels. Don't wear shoes with an open toe or back; any shoes you would wear on a date or to a club are probably inappropriate. A basic pump is flattering, versatile, and will stay in style forever (once you own pumps, you can spend the rest of your money on fun shoes). The salesperson in the shoe store can steer you in the right direction.
- Your hose should be neutral (matched to your skin tone). Make sure the heels are not dyed black from your shoes and that there are no snags or runs. Only use the nail polish trick in an emergency; you may want to carry an extra pair of hose with you instead.
- Dress in a manner that is professionally appropriate to the position for which you are applying. In almost all cases, this means wearing a suit. It is rarely appropriate to —dress down for an interview, regardless of company dress code policy. When in doubt, go conservative (is this starting to sound familiar?).
- Your clothing should always be neat, clean, and pressed. If you don't have an iron, either buy one or be prepared to visit the dry-cleaner's often.
- Shower or bathe the morning of the interview. Wear deodorant. Don't wear perfume: you don't want to smell overpowering or worse, cause an allergic reaction.

- Make sure you have fresh breath. Brush your teeth before you leave for the interview, and don't eat or smoke before the interview.
- Your hair should be neat, clean, and conservatively styled. Banana clips, brightly-colored scrunchies or elastics, and cheerleader-type ponytails look out of place with a suit. You may want to wear your hair in an updo, pull it back into a low ponytail, or wear a barrette (this suggestion does not include the tiny little barrettes that only hold the front of your bangs back). The idea is to look polished and professional, not to advertise what a creative genius your hairdresser is.

While it may be appropriate to dress more casually for a second interview, you must still dress professionally. It's much better to be too dressed up than too casual. This may sound like a lot of rules, but these are the generally acceptable guidelines you should follow when deciding what to wear to an interview. Dressing professionally shows respect for yourself, the interviewer, and the company. You may not have to dress like this everyday, but you are more likely to be taken seriously when you present yourself in a professional manner and take the time to attend to details

## **LESSON 20 Group Discussion**

### **Meaning**

**Group** discussion involving a number of people who are connected by some shared activity, interest, or quality Group Discussion! Is a methodology or in a simple language you may call it an interview process or a group activity. It is used as one of the best tools to select the prospective candidates in a comparative perspective. GD may be used by an interviewer at an organization, colleges or even at different types of management competitions.

A GD is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss the topic among themselves for 15-20 minutes. Freshersworld.com brings you an elaborate section for GD as you had ever seen anywhere else. It is a very useful tool to screen the candidate's potential as well as their skills.

GD evaluation is done by the subject experts based on the discussions. A report will be prepared on analyzing the facts at the end of the discussion.

**personality traits required for GD:**

- ❖ Communication skills
- ❖ Interpersonal Skills
- ❖ Leadership Skills
- ❖ Motivational Skills
- ❖ Team Building Skills
- ❖ Analytical /Logical Skill
- ❖ Reasoning ability
- ❖ Different Thinking
- ❖ Initiative
- ❖ Assertiveness
- ❖ Flexibility
- ❖ Creativity
- ❖ Ability to think on ones feet

Why GDs are implemented commonly:

The reason why institutes put you through a Group discussion and an interview, after testing your technical and conceptual skills in an exam, is to get to know you as a person and gauge how well you will fit in their institute. GD evaluates how you can function as a part of a team. As a manager or as a member of an organization you will always be working in teams. Therefore how you interact in a team becomes an important criterion for your selection. Managers have to work in a team and get best results out of teamwork. That is the reason why management institutes include GD as a component of the selection procedure.

**Company's Perspective:**

Companies conduct group discussion after the written test to know more about your:

- \* Interactive Skills (how good you are at communication with other people)

- \* Behavior (how open-minded are you in accepting views contrary to your own)
- \* Participation (how good an active speaker you are & your attention to the discussion)
- \* Contribution (how much importance do you give to the group objective as well as your own)

### **Aspects which make up a Group Discussion are:**

- ❖ Verbal Communication
- ❖ Non-verbal behavior
- ❖ Confirmation to norms
- ❖ Decision making ability
- ❖ Cooperation

### Here are Some Tips for a Successful Group Discussion

- The first and the foremost tip for an individual to perform well in a GD is to **learn the art of participation**. Don't expect others to force you to speak. Take the initiative, participate in the discussion and share your ideas with others. Never shout in a group discussion and always wait for your turn to speak. Remember it's a discussion, not a fighting ground. Be polite but firm.
- **Try to take the initiative**. Don't wait for the others to start the discussion. Always volunteer yourself and start the discussions in an extremely confident manner. Introduce yourself and your team members and then start with the topic but one thing to remember here is that one must initiate the Group Discussion only when he or she is well versed with the topic. Don't take the risk if you yourself are not very clear about your thoughts.
- A leader is the one who actually gives the group discussion a direction and guides other team members when they seem to be lost or confused. Like a true leader, an individual must try his level best to refrain from personal favours. Don't only ask your acquaintance to speak, give equal opportunity to other participants as well. As the leader of the group, he must ensure that the discussion does not end up in fighting and reaches a conclusion.
- **One must speak only if he is well prepared with the topic**. Don't just speak for the sake of points or marks; speak only when you are absolutely sure about what you are

speaking. Never depend on guess works in group discussions as it sometimes can seriously go against you. Avoid using slangs or crack jokes in between the discussions as it is considered highly unprofessional.

- **Never be rigid in group discussions.** Always keep in mind that the other person is also as learned as you. Always listen to what he is saying and then only respond. Be a good and a patient listener. Don't just simply draw conclusions as there is always a room for discussions. Debate logically and sensibly and try to take everyone along with you.
- **Read a lot and always keep your eyes and ears open.** Always begin your day with the newspaper and know what is happening around you. An individual must be aware of the current events to succeed well in a group discussion.
- **Be alert always.** A participant usually gets around 15 minutes to think about the topic. You need to think fast and cover as much as you can. Always take care of your words. The content has to be sensible, crisp and well supported with examples or real life situations. Don't adopt a laidback attitude or yawn in between group discussions.
- **Take care of your dressing as well.** Don't wear flashy clothes while going for a group discussion or interview. Female candidates should also avoid cakey makeup or flaunt heavy jewellery. The clattering sounds of bangles sometimes act as a disturbing element in formal discussions. Be in professional attire and avoid loud colours.
- An individual must keep in his mind that group discussion is meant for bringing out the managerial skills of an individual. The organizer of the group discussion will never appreciate you or give you the credit if you shout or fight in group discussions. Be calm, composed, confident and neutral to create an impression in the discussion and win over others.
- In any kind of GD, the aim is to judge the participants based on personality, knowledge, communicative ability to present the knowledge and leadership skills. Today team players are considered more important than individual contributors. Hence the potential to be a leader is evaluated and also ability to work in a team is tested. The evaluators generally assess the oral competence of a candidate in terms of team listening, appropriate language, clarity of expression, positive speech attitudes and adjustments, clear articulation, and effective non-verbal communication.
- Even before one starts communicating, impression is created by the appearance, the body language, eye-contact, mannerisms used etc. The attire of a participant creates an

impression, hence it is essential to be dressed appropriately. The hairstyle also needs to suit the occasion. Other accessories also have to be suitable for the occasion. The facial expression helps to convey attitudes like optimism, self-confidence and friendliness. The body language, a non-verbal communication skill gives important cues to personality assessment. It includes the posture of a person, the eye-contact and overall manner in which one moves and acts. In the entire participation in the GD, the body language has an important role in the impact created. As non-verbal cues such as eye contact, body movements, gestures, facial expressions, and so on can speak louder than words, examiners closely watch the non-verbal behaviour of candidates. They generally evaluate the body language cues of candidates to determine personality factors such as nervousness, cooperation, frustration, weakness, insecurity, self-confidence, defensiveness, and so forth. So, it is important to be careful while using non-verbal messages. However, one should recognise the power of non-verbal messages and use them effectively.

- Process of group discussion
- Content is a combination of knowledge and ability to create coherent, logical arguments on the basis of that knowledge. Also a balanced response is what is expected and not an emotional response. In a group discussion, greater the knowledge of the subject more confident and enthusiastic would be the participation. Participants need to have a fair amount of knowledge on a wide range of subjects. The discussion of the subject must be relevant, rational, convincing and appealing to the listeners. One needs to keep abreast with national and international news, political, scientific, economic, cultural events, key newsmakers etc. This has to be supplemented by one's own personal reasoning and analysis. People with depth and range of knowledge are always preferred by dynamic companies and organisations. The topics for GD tests may include interesting and relevant ideas pertaining to social, economic, political or environmental problems; controversial issues, innovations or case studies. To read daily newspapers, relevant magazines and periodicals, to watch news bulletins and informative programmes on television are simple ways to gather the general knowledge. One can use the Internet to improve one's knowledge about recent developments in different areas. Internet is a valuable source to acquire information along with multimedia form. Subject knowledge also includes the ability to analyse facts or information in a systematic way and to place them in the context of the framework of one's personal experiences. For the expertise in the GD, the only way is

to practice wherever one can. The other members can evaluate the performance and give suggestions.

- **Communication Skills:**

- First and foremost feature of communication skills is that it is a two way process. Hence the communicator has to keep in mind the listeners and their expectations. The participants need to observe the group dynamics. Since GD tests one's behavior as well as one's influence on the group, formal language and mutual respect are obvious requirements. One may not take strong views in the beginning itself but wait and analyse the pros and cons of any situation. If one needs to disagree, learn to do so politely. One can directly put forward the personal viewpoint also. One may appreciate the good points made by others; can make a positive contribution by agreeing to and expanding an argument made by another participant. An idea can be appreciated only when expressed effectively. A leader or an administrator has the ability to put across the idea in an influential manner. Hence the participants in a group discussion must possess not only subject knowledge but also the ability to present that knowledge in an effective way. Since oral skills are used to put across the ideas, the ability to speak confidently and convincingly makes a participant an impressive speaker. The members of the selection committee closely evaluate the oral communication skills of the candidates. The effective communication would imply use of correct grammar and vocabulary, using the right pitch, good voice quality, clear articulation, logical presentation of the ideas and above all, a positive attitude. It is expected that there are no errors of grammar or usage and that appropriate words, phrases etc. are used. One should try to use simple and specific language. One should avoid ornamental language. Clarity of expression is one of the important criteria of communication. When there is clarity of thinking, there is clarity in usage of language. Positive Speech Attitudes is another criterion of evaluation in the GD whereby the participant's attitude towards listeners including other group members is judged. The temperament of the participant is also evaluated through the speech pattern.

- **Listening Skills:**

- Lack of active listening is often a reason for failure of communication. In the GD, participants often forget that it is a group activity and not a solo performance as in elocution. By participating as an active listener, he/she may be able to contribute significantly to the group deliberations. The listening skills are closely linked to the leadership skills as well.

- Leadership Skills:
- The success of any group depends to a large extent upon the leader. One of the common misconceptions about leadership is that the leader is the one who controls the group. There are different approaches to the concept of leadership. By studying the personality traits of great leaders or actual dimensions of behavior to identify leadership one can learn to cultivate essential traits of leaders. In a GD, a participant with more knowledge, one who is confident, one who can find some solution to the problem and display initiative and responsibility will be identified as the leader. A candidate's success in a GD test will depend not only on his/her subject knowledge and oral skills but also on his/her ability to provide leadership to the group. Adaptability, analysis, assertiveness, composure, self-confidence, decision making, discretion, initiative, objectivity, patience, and persuasiveness are some of the leadership skills that are useful in proving oneself as a natural leader in a GD. The leader in a group discussion should be able to manage the group despite differences of opinion and steer the discussion to a logical conclusion within the fixed time limit. The examiners will assess whether each participant is a team player who can get along with people or an individualist who is always fighting to save his/her ego. Employers today look for candidates who can work in a team-oriented environment. GD participants need a number of team management skills in order to function effectively in a team. Some of the skills needed to manage a group effectively include adaptability, positive attitude, cooperation, and coordination.
- In a selection GD, the group, which may consist of six to ten persons, is given a topic to discuss within 30 to 45 minutes. After announcing the topic, the total GD time, and explaining the general guidelines and procedures governing the GD, the examiner withdraws to the background leaving the group completely free to carry on with the discussion on its own without any outside interference. In the absence of a designated leader to initiate the proceedings of the discussion, the group is likely to waste time in cross talks, low-key conversations, cross-consultations, asides, and so on. The confusion may last until someone in the group takes an assertive position and restores the chaos into order. It could be any candidate. In order to get the GD started, the assertive, natural leader will have to remind the group of its goal and request them to start the discussion without wasting time. A few examples of the opening lines are given below:

- • Well friends, may I request your kind attention? I am sure all of us are keen to begin the GD and complete it within the allotted time. Let me remind you that we have only thirty minutes to complete the task. So, let us get started. • My dear friends, may I have your attention please? As you all know, we have to complete the discussion in 45 minutes and we have already used up five minutes. I think we should start the discussion now. Hello everybody. I am sorry to interrupt but I have something very important to say. We are here to discuss the topic — " Human cloning should be banned."—and the time given to us is just 30 minutes. Let us begin, shall we?

▪

Leadership functions during a GD include initiative, analysis, assertiveness and so on. GD does not have a formal leader, hence one of the participants is expected to take the initiative. The leader will promote positive group interactions; point out areas of agreement and disagreement; help keep the discussion on the right track and lead the discussion to a positive and successful conclusion within the stipulated time. The ability to analyse a situation is a quality of leadership. Analytical skills and objectivity in expressing opinions are absolute requirements for leadership. With patience and composure one can develop the analytical skills. Reaching consensus by considering the group opinion will make the GD successful. Assertiveness, that is an ability to bring order to the group by handling the conflict is another desirable quality of leadership. Self confidence is a quality which helps win the agreement from other participants. In GD, participants can make a favourable and forceful impact on the group by being persuasive and convincing. In order to be persuasive, one has to advance strong, convincing, and logical arguments properly supported by factual data and forceful illustrations. A firm tone and a sober voice would also help in establishing oneself. A leader's ability to convince others and make them accept his/her views and suggestions will establish his/her credentials for leadership. Leaders are characterised by a high level of motivation and can motivate others too. A person with motivation can work hard to do the best job possible and can achieve targets. Team Management skills are important for a leader to manage the members of varied interests. Some of the skills needed to manage a group effectively include adaptability, positive attitude, cooperation, and coordination.

- **Group Discussion Topics**

- everyone in your group. Some topics offer this unity through their diversity, providing multiple angles for different group members to discuss, while other topics are simply controversial. If you must choose the topic of your next group discussion, carefully consider the people in your group and how each member might be able to contribute.

## LESSON 21 INTERVIEW

### Definition

An **interview** is a conversation where questions are asked and answers are given.<sup>[1]</sup> In common parlance, the word "interview" refers to a one-on-one conversation with one person acting in the role of the *interviewer* and the other in the role of the *interviewee*. The interviewer asks questions, the interviewee responds, with participants taking turns talking. Interviews usually involve a transfer of information from interviewee to interviewer, which is usually the primary purpose of the interview, although information transfers can happen in both directions simultaneously. One can contrast an interview which involves bi-directional communication with a one-way flow of information, such as a speech or oration.

Interviews usually take place face to face and in person, although modern communications technologies such as the Internet have enabled conversations to happen in which parties are separated geographically, such as with videoconferencing software,<sup>[2]</sup> and of course telephone interviews can happen without visual contact. Interviews almost always involve spoken conversation between two or more parties, although in some instances a "conversation" can happen between two persons who type questions and answers back and forth. Interviews can range from unstructured or free-wheeling and open-ended conversations in which there is no predetermined plan with prearranged questions,<sup>[3]</sup> to highly structured conversations in which specific questions occur in a specified order.<sup>[4]</sup> They can follow diverse formats; for example, in a ladder interview, a respondent's answers typically guide subsequent interviews, with the object being to explore a respondent's subconscious motives.<sup>[5][6]</sup> Typically the interviewer has some way of recording the information that is gleaned from the interviewee, often by writing with a pencil and paper, sometimes transcribing with a video or audio recorder, depending on the context and extent of information and the length of the interview.

Interviews have a duration in time, in the sense that the interview has a beginning and an ending.

**Employment.** Interviews in an employment context are typically called job interviews which describe a formal consultation for the purpose of evaluating the qualifications of the interviewee for a specific position.<sup>[7]</sup> Interviews are seen as a useful tool in assessing qualifications.<sup>[8]</sup> A specific type of job interview is a case interview in which the applicant is presented with a question or task or challenge, and asked to resolve the situation.<sup>[9]</sup> Sometimes to prepare for job interviews, candidates are treated to a mock interview as a training exercise to prepare the respondent to handle questions in the subsequent 'real' interview. Sometimes the interviews happen in several waves, with the first interview sometimes being called a *screening interview* which is a shorter length interview, followed by more in-depth interviews later on, usually by company personnel who can ultimately hire the applicant. Technology has enabled new possibilities for interviewing; for example, video phoning technology has enabled applicants to interview for jobs despite being in different cities or countries than the interviewer.

**Psychology.** Psychologists use a variety of interviewing methods and techniques to try to understand and help their patients. In a psychiatric interview, a psychiatrist or psychologist or nurse asks a battery of questions to complete what is called a psychiatric assessment. Sometimes two people are interviewed by an interviewer, with one format being called couple interviews.<sup>[10]</sup> Criminologists and detectives sometimes use cognitive interviews on eyewitnesses and victims to try to ascertain what can be recalled specifically from a crime scene, hopefully before the specific memories begin to fade in the mind.<sup>[11][12]</sup>

**Research.** In marketing research and academic research interviews are used in a wide variety of ways. Interview are often used in qualitative research in which firms try to understand how consumers think. Consumer research firms sometimes use computer- telephone interviewing to randomly dial phone numbers to conduct highly structured telephone interviews, with scripted questions and responses entered directly into the computer.<sup>1</sup>

**Journalism and other media.** Typically, reporters covering a story in journalism conduct interviews over the phone and in person to gain information for subsequent publication. Reporters can interview political candidates on television shows. In a talk show, a radio or television "host" interviews one or more people, with the choice of topic usually being

chosen by the host, sometimes for the purposes of entertainment, sometimes for informational purposes. Such interviews are often recorded and some of them can be released on an interview disc

**Other situations.** Sometimes college representatives or alumni conduct college interviews with prospective students as a way of assessing a student's suitability while offering the student a chance to learn more about a college.<sup>1</sup> Some services specialize in coaching people for interviews. Government officials may conduct interviews with prospective foreign students before allowing them to study in the nation.

## **Types of Skills**

Have you thought about the skills you're listing in your resume's Skills section? If you treat this section as an afterthought, you could be missing an opportunity to show employers you've got the right skills for the job.

When completing the Skills section, consider the skills that would be important to the job you're seeking. The best way to get started is to search job titles on Monster and review several postings for your target job. Look at the ideal requirements in the ads and write a list of frequently repeated skills. Next, create a list of your matching skills that you can incorporate in your resume. Keep in mind you develop skills in everything from work experience to education and training, hobbies, extracurricular activities, volunteer work and even self-study.

## **Types of Skills to Have on a Resume**

1. **Job-Related:** These are relevant to a specific job. For example, an accountant's job-related skills might include financial planning, budgeting and financial reporting.
2. **Transferable:** Skills learned in one field or job that are applicable to different ones are transferable. These skills can reflect how you deal with things (assembly, machine operation), data (research, synthesize information) and people (instruct, manage and negotiate).

3. **Adaptive:** These skills are the hardest to substantiate as they include personality traits and characteristics that determine your work style. Adaptive skills include reliability, ability to get along with colleagues, honesty and productivity.

### **Employer expectations**

what does the employer want from me?

1. What do I need to know?
  2. How should I present myself?
  3. What resources are available to help me prepare?
  4. Only when these questions have been
  5. answered can we teach these key points about
  6. employer expectations:
  7. Be on time – *always*.
  8. Follow directions and accept feedback.
  9. Don't text or talk on your cell phone when
  10. You're working.
  11. Maintain a positive attitude at all times.
  12. Treat your supervisor and co-workers with
  13. Respect.
  14. Take job responsibilities seriously.
  15. Avoid the —that's not my job!! mentality.
  16. Employers are looking for the right workforce
  17. to keep their operations running smoothly and
  18. 2 APSE Connections June 2013
- Problem solving and thinking outside the box
  - Collaboration and teamwork;
  - Computer and phone skills;
  - Active listening and questioning;
  - Diversity awareness; and
  - Time management.

### **Soft Skills**

These assets are the wish list of every employer. If all of them were available within a single person you'd have a perfect employee. Of course, no one is perfect. Each young person has strengths and areas where he/she needs to improve. Some will take lots of life experience to learn. Whatever the

case, **experience** is the key, and soft skills are the glue that binds experience together. Experience

allows a youth to develop skills (including hard skills) that ultimately advance their employment

opportunities. Practicing a variety of interactions in real time leads to better employment prospects.

Companies often say they are willing to train candidates on the hard skills of the job, but soft skills need to exist from the beginning. (Hard skills are specific, teachable tasks that are required

on the job.) On the other hand, soft skills relate to how the individual works, adjusts to the work

environment, and interacts with others. *They can be just as important as education or experience.*

Paying attention to a candidate's soft skills can make a big difference. When *solid* soft skills are apparent, they can sometimes overshadow hard skills that may be a little lackluster.

Employers routinely indicate that poor soft skills are the main cause of being fired.

Understand their role in the company;

- Respect that other employees also play an important role; and
- Demonstrate a positive attitude that leads to a better workplace for everyone.

### **Plan for the Interview**

- Know your resume inside and out, line item by line item. Know your cover letter too. Be prepared to explain each item.

- Call ahead the day before the interview to confirm your appointment.
- Know the exact address of where you are going. Know the directions of how to get there and how long it takes (including traffic time).
  
- Know everything you can about the person you are interviewing with (their name, job title, responsibilities, needs, history with the company, anything you might have in common with them like previous workplaces, alma maters, etc.).
  
- Find out where they are in the hiring process.
  
- Think like a consultant when preparing for an interview, so you can present your true value and worth.
  
- Try to think ahead to the interview. If there is a possibility you will be required to perform a task, be prepared. For instance, if you are applying for a job as a welder, you may be asked to demonstrate your skills on the spot. Have your work clothes and tools available at the interview.
- Research to be more informed about the general job market and the job market of the industry for which you are applying.
  
- Look up company information on their website and find out about the company and its industry and the backgrounds of executives. Check them out on Yahoo Finance. Look up their most recent news, general industry trends and their place within those trends, industry ranking, products, customer base, and basic financial information. A few hours of research prior to an interview is worth landing a job that can turn into a career! If possible, you can bring up this information during the interview to impress the hiring managers.
  
- Figure out how you can tie your past experiences to job, particularly in terms of what the company is doing.
  
- Research challenges the company or department faces so you can discuss how you can help tackle them.

- Know who your competition is, then figure out where you fit in and how you can bring value to the company to outshine and outlast the competition.
- Know difficult interview questions and possible answers before starting to interview.
- Make a list of questions to ask during the interview.
- Know the interviewing skills you possess that make you stand out. Capitalize on these during the interview.
- Be sure to have rehearsed, so that your comfort level is high.
- Print and take extra resumes with you.

## **Interview Questions**

**. What is your greatest strength?**

**. What is your greatest weakness?**

**Tell me about yourself.**

**What are your salary expectations? –**

**How do you handle stress and pressure?**

**Describe a difficult work situation / project and how you overcame it. -**

## **Critical Interview Questions**

### **Critical Interview Questions to Ask**

#### **1. “What kind of work do you like to do?”**

This question almost never comes up, and that’s really too bad, because it’s one of the most important interview questions to ask. First of all, candidates are surprisingly honest when answering. They might tell you, straight up, that they prefer to grind away at their desk, or interact with coworkers on projects, or switch back and forth between assignments. How they

answer is tremendously revealing about their work habits and how they might fit into your company.

Beyond being an important gauge of personality, however, is the fact that you can sort out who might be lazy, self-interested, or, worst of all, outright selfish. Don't be naive – all employees are a little bit all of these things, as are you, but someone who might only be worried about their paycheck and not care about their team will probably reveal that in how they answer. If someone responds that they don't want too much work, or that they seem too independent, be wary. You want to make sure your team is stocked with the most reliable kind of people. Ask this question to sort it out.

## **2. “When was the last time you failed at something? What happened?”**

This question is difficult for interviewees, but great for managers. The thing is, everyone fails, and —if you're not failing every now and again, it's a sign you're not doing anything very innovative. Potential employees will rack their brains to find an answer both flattering and genuine, but in that process you are going to hear about how they dealt with making a mess of things, and what they did to pick up the pieces.

The best answers are the ones that are earnest. Some interviewees will claim they failed by being too good at something, and these people are liars. The ones to pay attention to are the people who are willing to admit a time they messed up, were able to recognize it, and then improve the next time around. Not only does this reveal an employee who will be willing to learn and not let their mistakes keep them down, but it also shows someone who isn't so worried about their ego. These make great team members.

## **3. “Which of your previous jobs was your favorite? Why?”**

This question is actually pretty similar to #1, except it will also highlight what aspects of a job an interviewee appreciates most. It's a great culture question, and having employees that fit into your company culture is important to your mission. So, what kind of responses should you look for?

Some candidates will talk about the close friendships they formed with co-workers. Others might talk about how they liked the upward mobility and achievements of a previous job. A few might even mention they enjoyed the challenge of a position in their past. Even if they've

built a resume that points strongly towards a certain type of job, asking this question will still be revealing.

Whatever they say though, there isn't really a wrong answer. This one depends on, like I said, the culture of your organization. If your team is made of ambitious and driven individuals, you will want to pick someone who says their favorite job allowed them to wield those same attributes.

#### **4. "What was your most stressful experience at your previous job?"**

You can think of this question as an opposite to #3. This question will tell you what a candidate is least likely to handle. The fact of the matter is, all jobs have stressful situations, and usually a range of them. Some employees will be better at handling some forms of stress, while their teammates may struggle.

Again, this is a situation where there aren't any specific wrong answers. Perhaps someone might show they aren't a good match – say a common situation at your company is something likely to be difficult for a candidate to handle. In this instance, you probably shouldn't hire them.

More important than what the stressors are, however, is how a candidate deals with them. Take, for example, Homer Simpson as the safety inspector at Springfield's Nuclear Power Plant. He may have been hired to appease the local townspeople, but he was a perfect fit for Mr. Burns' team. A dusty old energy baron, the last thing Burns wanted was an on-the-ball regulator breathing down his neck. Homer's capacity to roll with the punches, not push himself too hard, and to be generally incompetent was perfect for the Plant's team dynamic.

This isn't to say I'd want to hire him, but understanding how an employee deals with stress, whatever that method may be, can help determine how well they'll fit at your company.

#### **5. "Why are you leaving your current company?"**

This is actually a very common interview question, but I'm including it because it offers a useful window into what a candidate is like as an employee. Unless you're interviewing candidate's fresh out of school, everyone has a reason for leaving their last job, or wanting to leave their current one. Sometimes the reason can't be helped – layoffs or family member

needs to relocate, etc. However, and especially if a candidate currently has a job but plans to leave, their reasons might be dissatisfaction, conflict with co-workers or management, or they may be softly pushed out.

Regardless of the reason, pay attention to how an interviewee answers. If they begin to complain about their previous employer, or make any problems seem like all on the part of their old boss, you might have a difficult employee on your hands. Also, interviewee answers that —they just weren't that happy or that they don't know why they want to leave, you might have a waffler – someone who is unreasonably hard to satisfy.

What you are looking for is someone who acknowledges they'd like to move on, but they haven't burnt bridges and aren't looking to demonize their former or current employer. The day may come when this employee moves on from your organization. How they talk about previous employers is a good indicator of how they'll talk about you, as well as how things might turn out with the interviewee should they join your team.

### **Bonus interview questions to ask**

Those five should get you off to a great start, but here are a few more potent and fun questions to ask in your next interview.

#### **6. “Tell me about yourself!”**

This is another common interview question, but one that can work really well for an interviewer. Everyone's favorite topic is themselves, and this question is so open it leaves room for them to impress, ramble, or even embarrass themselves. This will let you see how quick a candidate can open up, how they talk about themselves, and a bit about (or a lot about) their background and goals.

With this question, your job is to sit back, shut up, and let them go. If they are brief and guarded, that's good information to have. If they go for 15 minutes and start talking about their childhood pets – also good information. If they talk any longer, go ahead and ask them to wrap it up. But the fact that they went on for so long, well, is also pertinent information.

## **7. “If you had to live on another planet in the solar system, which one would it be?”**

This is one of my favorite interview questions to ask. Okay, it doesn't need to be exactly this, but we recommend asking one off-the-wall question, and this is ours. Weird questions are good for a few things. First, they throw candidates off. They make them stop and say, —wait, what!?! And because it gets candidates off their bearings a little, it is also a great icebreaker. Instead of everything being so stiff and formal, it shows you have a little personality and they can relax a little.

It also acts as a chance to see more of a candidate's personality than you otherwise would. If they respond with a funny answer, that's great. If they are hesitant, you know that it might take a while for this person to warm up. Again, questions like this reveal plenty about an interviewee's personality, if you know how to read the situation correctly.

## **8. “Can I borrow a pen”**

This final question is one of my personal gripes. If an applicant comes to an interview where they might be asked to write something, sign documents, or take notes, and they haven't brought their own pen, it is a red flag. Think about it – if they aren't prepared in this fundamental way because they forgot – or neglected to care – how will they pay attention to details on the job? It is a very little thing, and it shouldn't necessarily disqualify an interviewee if they did forget. However, if there are other indicators that are less than great and they didn't bring something to write with, my mind is made up.

Finding the perfect employee is never easy, but if you try a few of these out at your next sit-down with an applicant, you will be surprised at what they can reveal. By conducting efficient and revealing interviews, you'll be able to find the right mix of motivation and greatness in your hires.

### Check Your Progress:

Q.NO.	Short Questions	Level	CO	PO
1.	Define the purpose of a Resume and explain the difference between a Chronological Resume and a Functional Resume. When should a candidate choose one over the other?	K1	CO1	PO1
2.	Draft a 90-second Self-Introduction (The "Elevator Pitch") for a fresher. What are the four key elements that must be included to make a lasting first impression?	K2	CO2	PO2
3.	Explain the concept of Psychometric Analysis in recruitment. Why do modern organizations use these tests to assess a candidate's personality and cognitive abilities?	K2	CO1	PO2
4.	Discuss the "STAR" technique (Situation, Task, Action, Result) for answering behavioral questions during a Personal Interview.	K4	CO2	PO4
5.	Distinguish between a Technical Interview and an HR Interview. What are the primary objectives of the interviewer in each of these sessions?	K3	CO3	PO3
Q.NO.	Essay Type Questions	Level	CO	PO
1.	Critically examine the essential components of Resume Building. Discuss the importance of "Action Verbs," "Quantifiable Achievements," and "Keyword Optimization" in making a resume ATS-friendly (Applicant Tracking System).	K5	CO4	PO4
2.	Analyze the significance of Mock Interview Sessions in reducing interview anxiety and improving communication. How does receiving structured feedback during a mock session help in refining a candidate's body language and tone?	K4	CO1	PO2
3.	"Preparation is 90% of the success in an interview." Evaluate the various Facing the Personal Interview strategies, focusing on pre-interview research, dress code, and the art of "Handling Stress Questions" (e.g., "What is your greatest weakness?").	K5	CO5	PO4
4.	Discuss the role of Interactive Sessions and group discussions in assessing employability. What specific interpersonal skills—such as active listening, leadership, and persuasion—are recruiters looking for in these settings?	K1	CO2	PO1
5.	Evaluate the impact of Psychometric Analysis on long-term "Employee-Organization Fit." Does a high score on a psychometric test always guarantee that a candidate will be a high performer? Support your argument with examples.	K5	CO3	PO4

**Textbooks:**

1. Parikh, M., & Gupta, R. K. (2010). *Organisationalbehaviour*. Tata McGraw Hill Education Pte. Limited.
2. Mullins, L. J., & McLean, J. E. (2019). *Organisationalbehaviour in the workplace*. Harlow: Pearson.

**References:**

1. Hofmann, D. A., & Jones, L. M. (2005). Leadership, collective personality, and performance. *Journal of Applied psychology*, 90(3), 509.
2. Aurther, J. (2006). *Personality development*. Lotus Press.
3. Roberts, B. W. (2006). Personality development and organizational behavior. *Research in organizational behavior*, 27, 1-40.

**Web References**

1. <https://hbr.org/2017/09/could-your-personality-derail-your-career>
2. <https://au.indeed.com/career-advice/resumes-cover-letters/personal-skills>
3. [https://socialsci.libretexts.org/Courses/College\\_of\\_the\\_Canyons/COMS\\_246%3A\\_Interpersonal\\_Communication\\_\(Leonard\)/2%3A\\_Communication\\_and\\_the\\_Self/2.1%3A\\_Self-Concept%2C\\_Self-Esteem\\_and\\_Self-Efficacy](https://socialsci.libretexts.org/Courses/College_of_the_Canyons/COMS_246%3A_Interpersonal_Communication_(Leonard)/2%3A_Communication_and_the_Self/2.1%3A_Self-Concept%2C_Self-Esteem_and_Self-Efficacy)

**Course Outcomes (Cos):**

Upon Completion of this course, the Students will be able to

No.	Course Outcomes	K-Levels
CO1	Understand the importance of personality development	K1, K2, K3
CO2	To evaluate the Characteristics of Personality	K3, K5
CO3	Examine and analyse the concept of Self-evaluation	K2, K4
CO4	Describes the concept of Qualities of Personality Development	K1, K2
CO5	Create the self-evaluation and Organizational Context of Leadership and Personality	K1, K4, K5

**K1 – Knowledge, K2 - Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create.**

**CO-PO Mapping (Course Articulation Matrix)**

CO /PO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	2	3	3	3	2	3
CO2	3	3	3	3	2	3
CO3	3	2	3	2	2	3
CO4	3	2	2	2	3	3
CO5	3	2	2	2	3	3
<b>Weightage</b>	14	12	13	14	12	15
<b>Weighted percentage of Course Contribution to POS</b>	2.8	2.4	2.6	2.8	2.4	3

**Level of Correlation between PSO's and CO's**

(Suggested by UGC as per Six Sigma Tool – Cause and Effect Matrix)

Assign the value

**1 – Low**

**2 – Medium**

**3 – High**

**0 – No Correlation**