Unit-5

→ Behavioural aspect of entrepreneurs

Add from P.P.

→ Personality:

→ A stable set of characteristics & tendencies that determine those common diffei and difference in psychological behaviour (thoughts, feelings & actions) of people that have continuity in him & they may no be understood as the sole result.

of

The combination of characteristics or qualities that form individual's distinctive character.

Features

→ refers to both physical & psychological qualities of individuals

→ unique from each other

→ It is dynamic & changes as per
time & situation.

Personality changes as we grow up

Adult life ⟶ Immaturity
↓
maturity.

→ Factors effect personality / Determinants.

—) Biological factors
→ Situational factors   Add pdf
—) Cultural factors
→ Family & social factors.   etc

—) models of personality development
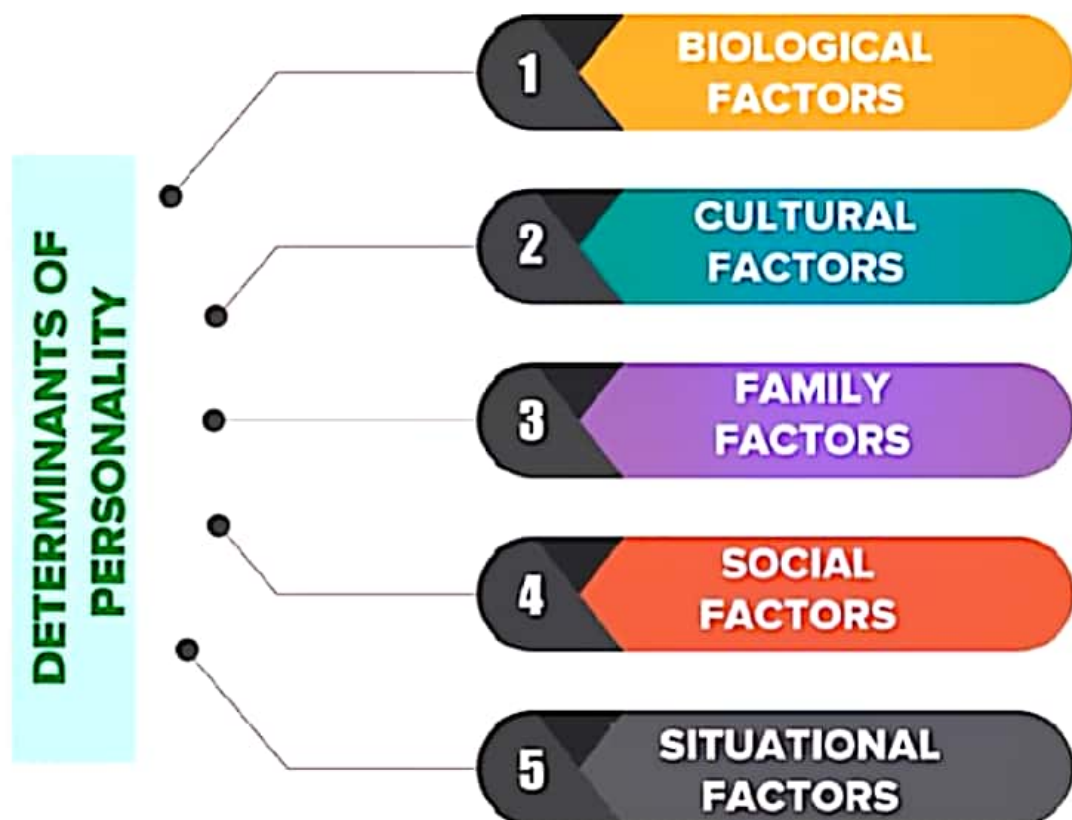
Add from   mid 2

→ leadership & motivation models

Add from mid 2

Determinants of Personality

The **determinants of personality** can be grouped in five broad categories:

1. **Biological Factors**
2. **Cultural Factors**
3. **Family Factors**
4. **Social Factors**
5. **Situational Factors**

Biological Factors

The study of the biological contributions to personality may be studied under three heads:

Heredity

Heredity refers to those **factors that were determined at conception**. Physical stature, facial attractiveness, sex, temperament, muscle composition and reflexes, energy level, and biological rhythms are characteristics that are considered to be inherent from one's parents.

The heredity approach argues that the ultimate explanation of an individual's personality is the molecular structure of the genes, located in the chromosomes.

Brain

The second biological approach is to concentrate on the role that the brain plays in personality. The psychologists are unable to prove empirically the contribution of the human brain in influencing personality.

Preliminary results from the **electrical stimulation of the brain** (ESB) research give an **indication that a better understanding of human personality** and behaviour might come from the study of the brain.

Biofeedback

Until recently, physiologists and psychologists felt that certain biological functions such as brainwave patterns, gastric and hormonal secretions, and fluctuations in blood pressure and skin temperature were beyond conscious control.

Now some scientists believe that these **involuntary functions can be consciously controlled through biofeedback techniques**. In BFT, the individual learns the internal rhythms of a particular body process through electronic signals that are feedback from equipment that is wired to the body.

Physical Features

A vital ingredient of the personality, an individual's external appearance, is biologically determined. The **fact that a person is tall or short**, fat or skinny, black or white **will influence the person's effect on others** and this in turn, will affect the self-concept.

Cultural Factors

Among the factors that influence personality formation is the culture in which **we are raised, early conditioning, norms prevailing within** the family, friends and social groups and other miscellaneous experiences that impact us. The **culture largely determines attitudes towards** independence, aggression, competition, cooperation and a host of other human responses.

According to Paul H Mussen, "each culture expects, and trains, its members to behave in ways that are acceptable to the group. To a marked degree, the child's cultural group defines the range of experiences and situations he is likely to

encounter and the values and personality characteristics that will be reinforced and hence learned."

Family Factors

Whereas the culture generally prescribes and limits what a person can be taught, it is the family, and later the social group, which selects, interprets and dispenses the culture. Thus, the family probably has the most significant impact on early personality development.

A substantial amount of empirical evidence indicates that the **overall home environment created by the parents**, in addition to their direct influence, is **critical to personality development.**
The parents play an especially important part in the identification process, which is important to the person's early development.

According to Mischel, the process can be examined from three different perspectives.
- Identification can be viewed as the similarity of behaviour including feelings and attitudes between child and model.

- Identification can be looked at as the child's motives or desires to be like the model.

- It can be viewed as the process through which the child actually takes on the attributes of the model.

From all three perspectives, the identification process is fundamental to the understanding of personality development. The home environment also influences the personality of an individual. Siblings (brothers and sisters) also contribute to personality.

Social Factors

There is increasing recognition given to the role of other relevant persons, groups and especially organisations, which greatly influence an individual's personality. This is commonly called the socialization process.

Socialization involves the **process by which a person acquires, from the enormously wide range of behavioural potentialities** that are open to him or her, those that are ultimately synthesized and absorbed.
Socialization starts with the initial contact between a mother and her new infant. After infancy, other members of the immediate family – father, brothers, sisters

and close relatives or friends, then the social group: peers, school friends and members of the work group – play influential roles.

Socialization process is especially relevant to organisational behaviour because the process is not confined to early childhood, taking place rather throughout one's life. In particular, the evidence is accumulating that **socialization may be one of the best explanations for why employees behave the way they do in today's organisations**.

Situational Factors

Human personality is also influenced by situational factors. The effect of the environment is quite strong. **Knowledge, skill and language** are obviously acquired and **represent important modifications of behavior.**
An individual's personality, while generally stable and consistent, does change in different situations. The varying demands of different situations call forth different aspects of one's personality.

According to Milgram, "Situation exerts an important press on the individual. It exercises constraints and may provide a push. In certain circumstances, it is not so much the kind of person a man is, as the kind of situation in which he is placed that determines his actions". We should therefore not look at personality patterns in isolation.

4) Explain different types of personality model
& their attributes

✓ <u>I Big Five Personality model :/ Ocean model</u>

The big five model is also sometime
called as OCEAN or CANOE

Openness to experience
Conscientious
Extraversion
Agreebleness
Neuroticism
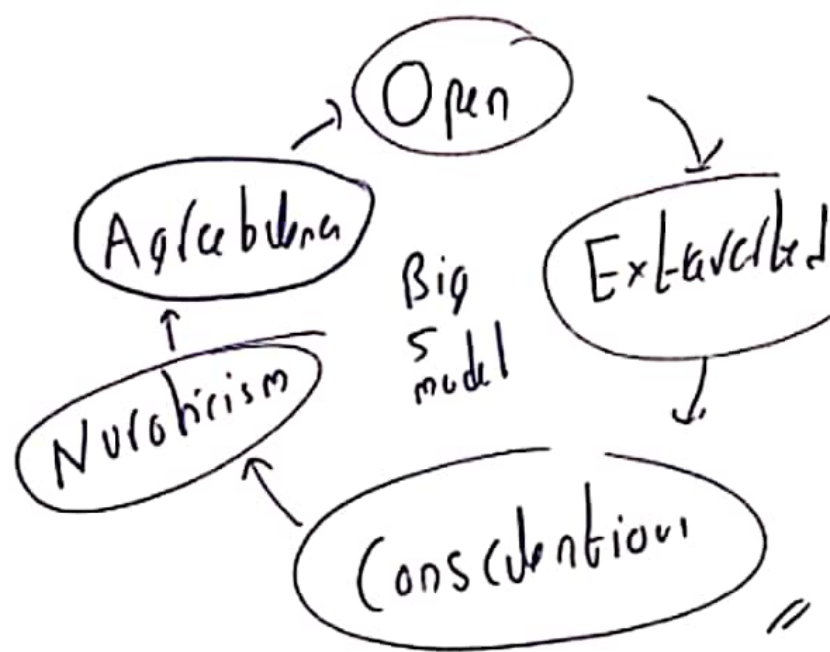
i) Openen to experience :-
→ If a person sore high in this field then they

- try out new things
- Creative & Curious.
- like exploring to new ideas
- Capable to think out of the box

→ people who sore dow usually don't come out of their comfort zone

ii) Conscientiousness :-
→ people scoring high are
- Determined & goal oriented
- Do planned activity
- more attention to details
- Organized & persistent

→ people scoring dow are usually impulsive. & the dunot plan things

set goal
↓
make plan
↓
get to work
↓
stick to it
↓
reach goal.

iii) **Extraversion:**

-) extroverts draw energy from or recharge by interacting with others.

-) Extraverts engage actively with others to earn friendship, admiration, power, status, excitement & romance.

-) They fell comfortable around lots of people

-) Introverts, on the other hand, conserve their energy & donot work as hard to earn their social rewards.

iv) **Aggreableness:**

-) People scoring high are

— more likely to be patient with others

— let go angry feeling quicker

— experience a great deal of empathy & tend to get pleasure out of selving & taking care of others.

→ People who are low in Agreeablenes, tend to experience less empathy & put their own concerns ahead of others.

v) **Neurohicism:**

→ also known as emotionality

→ people scoring high experience anxiety, depression, paranoia of aggression.

→ high scorers are more likely to react to a situation with strong negative emotions.

→ low scores are more likely to brush off their misfortune & move on.

II) **PEN model (Eysenck's theory)**

→ Psychoticism

→ Extraversion } (same as in
→ Neuroticism }   big 5 model).

Psychoticism :-

→ **Psyc** Individual with higher psychoticism scora are more likely to engage in irresponsible or miscalculated behavior.

→ poor memory, insensitivity, lack of caring for others etc.. come under it.

Extraversion & Neuroticism write from previous model.

5) Define leadership?

It is a process of influencing
& supporting others to work
enthusiastically towards achieving
the objectives/goals.

quality of leader:

→ good in communication
→ positivity
→ motivative
→ creative.
→ feedback should be taken.

ii) **need for power:**

This need basically refers to the fact that all individuals with to acquire status, power, reputation & recognition.

iii) **need for affiliation:**

Human beings are social creatures & all individuals desire to belong to a group. When affiliation is high then an individual is more likable & makes efforts to follow the desires & behaviour of the entire group.

6) Explain the leadership models

It is a process of influencing & supporting others to work enthusiastically towards achieving the objectives / goals

→ **Leadership features:**

→ It is a continous process of behavior (not one shot activity.)

→ The leader tries to influence the behavior of individuals or groups of individuals around him to achieve common goals.

→ The followers around him work willing & enthusiastically to achieve their goals. -To no coercive force.

→ Leadership gives an experience of help to followers to attain common goals

models / styles of leadership:

i) **Authoritarian:**

→ leader use high level of control over his/her team mate

→ gives orders to do this & that & that should be done.

→ all the decisions are taken by the leader (rather than as a group)

pro's! (Adv)
-) for routin & unskilled jobs, this style can be effective
-) Effective when short on time, need to make quick decisions.

Con's (disadv)
-) Team don't benefit from the creative & experience of all team members
-) Usually leads to high levels of demotivation, turnover.

ii) Democratic:
Here working as a group. Employee also have greater involvment in decision making.

Adv! -) When the direction to follow is not clear the team & all can discuss for new ideas.

→ By bringing in everyone's idea, it enriche the organisation possibilities

→ Increase work satisfaction.

disadv¹

→ Not best in every situation where quick decision are needed.

→ When teamates are not qualified.

iii) Laissez - Faire:

"let them do" leader - who leave his/her colleague to get on with their work.

adv:

→ works for teams in which the individuals are very experienced & skilled

→ for den critical are skills

→ where leader has other imp priorities.

disadv:

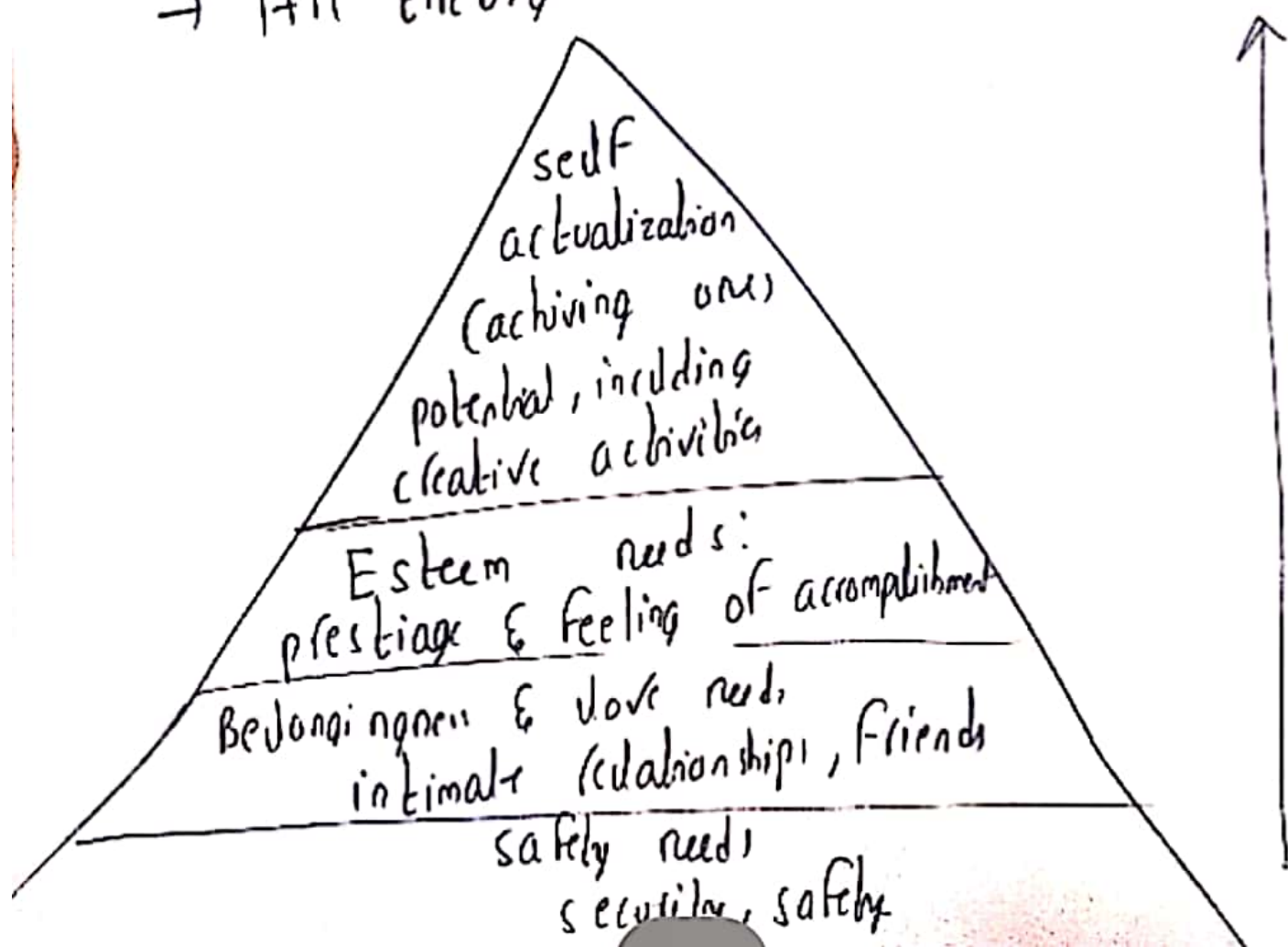→ It can lead to situations where leaders are not exercising sufficient control on the team.

4) Explain different types of personality models & their attributes

(soon)

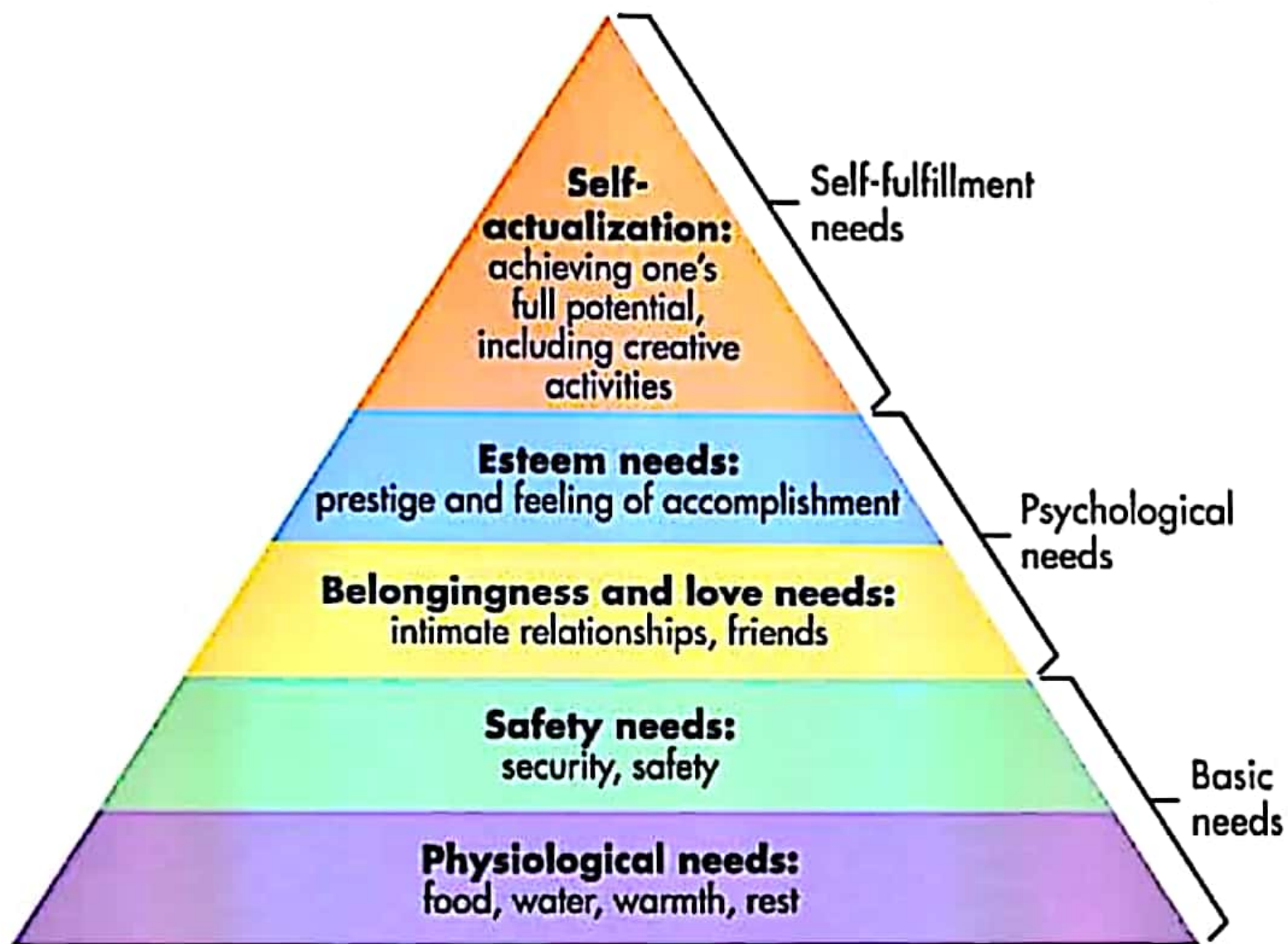5) Explain motivation theories of Maslow & Mc Clelland.

→ Maslow's need hierarchy theory is considered as the fundamental to understand motivation.

→ This theory was based on human needs

self actualization (achiving ones potential, including creative activities)

Esteem needs: prestiage & feeling of accomplishment

Belongingness & love needs intimate relationships, friends

safety needs security, safety

Self-fulfillment needs

Self-actualization: achieving one's full potential, including creative activities

Psychological needs

Esteem needs: prestige and feeling of accomplishment

Belongingness and love needs: intimate relationships, friends

Basic needs

Safety needs: security, safety

Physiological needs: food, water, warmth, rest

/ Physiological needs:
Food, water etc \

Physiological needs:- This devel refers
to the most basic needs which an individual
can have.
These are also commonly known
as biological needs
esu: drinking water, food, shelter,
air, clothing, etc...

Safety needs:- Once Physiological are
set- we now enter safety needs.
These include indival seek
protection from elements, order, law, security,
stability & freedom from fear.
Belongingness & dove needs:- to have
some relation with others to share his
views etc.. might be friendship, beaing a
part of group, giving affection, relationship
etc...

Estem Needs prestiage & feeling of accomplished.

Self Actualization:

The last level of need. and this level basically refers to a condition in which individual ends up receiving the highest personal potential & a sense of self fulfillment.

McClelland's three need theory:

i) need for achievement
ii) need for power
iii) need for affilliation.

→ As we know every individual wants to achieve something in their life. Those long term goals can be different for everybody.

ii) need for power:

This need basically refers to the fact that all individuals wish to acquire status, power, reputation & recognition.

iii) need for affiliation:

Human beings are social creatures & all individuals desire to belong to a group. When affiliation is high then an individual is more likable & makes efforts to follow the desires & behaviour of the entire group.

6) Explain the leadership models

↓

It is a process of influencing & supporting others to work enthusiastically towards achieving the objectives / goals

→ Time management & it's elements

Time management refers to managing time effective so that the right time will be allocated to right activity.

(or)

Time management refers to making the best use of time as it is always limited.

elements

i) <u>Effective planning!</u> plan your day well in advance
  → prepare a To Do List or a task plan.
    → follow it strickctly & do not start another before previous one is complete
    (write in priority order & follow it).

ii) **Setting Goals & objectives'**

Working without goals & targets in an organization would be similar to a situation where the captain of the ship loses his way in the seas.

Set targets for yourself & make sure they are realistic ones

iii) **Setting Deadlines**

Set deadlines for yourself & strive hard to complete tasks ahead of the deadline

iv) **Prioritizing tasks** Based on their importance.

v) **Spending the right time on right activity'**

Don't stick to to a

single thing for o donghtm & don't wailt tim.

Few approaches

i) Prioritization technique:
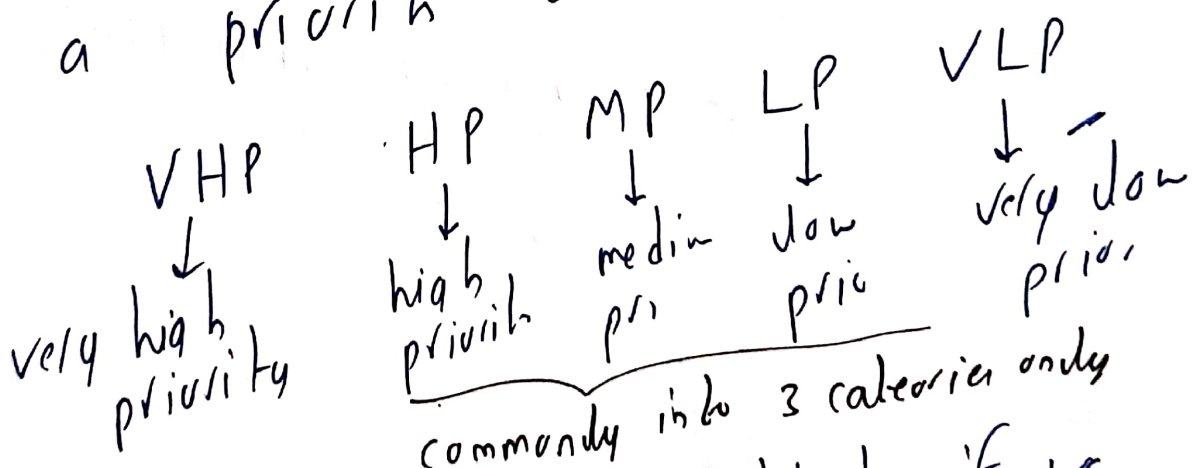
First make a liit all things that you need to do as a to do liit

i)   iii)   v)
ii)   iv)   vi)

By analyzing the tails make a priorih table will

VHP   HP   MP   LP   VLP
↓   ↓   ↓   ↓   ↓
very high high   median   low   very low
priority   priorih   pri   pric   prior

commonly into 3 cateories only

pareto principle states that if we solve top priority 2 problem (20%) out of 10 the we get 80% of satisfaction

We can even UY urgent vI, important matri.

		Important	
		high	low
Urgency	high	I	III
	low	II	IV

ii) <u>Scheduling Technique</u> secuddling to do things with respect to time.

<u>Boxing</u> divide time in 5 slots, morning, noon, afternoon, dinner hour, & evening

8a - 12p
12p - 1p
1p - 6p
6p - 7p
7p - 10p

adding tails here.

iii) Reward techniques

A best technique

	Goal/Deadline	Reward
1	—	=
2	=	=
3	=	=
4	=	

complete the task & take

reward.

→ Adv of time management-

→ more tasks can be completed
→ Flexibility to change plans & manage time
→ No event missed as you planned
them
→ reduces stren devel, & focus on
tasks.
→ ↑ self confidence.

→ <u>Time management diiadvantages</u>

→ No cdeal objective (whey you ar
not cdeal)

→ Miimanagement

→ Can't say no (to som parby/any)

→ <u>Time management malrin</u>

Add from mid 2
↑
detailed explan on yb,

6) Explain Time management matrix?

Time management matrix	Urgent	Non Urgent
important	Q1. Urgent & important (Do now)	Q2. not urgent but important (schedule on calender)
not important	Q3: Urgent & non imp (Devegate)	Q4: not urgent not imp. (Devegate/Deadline)