



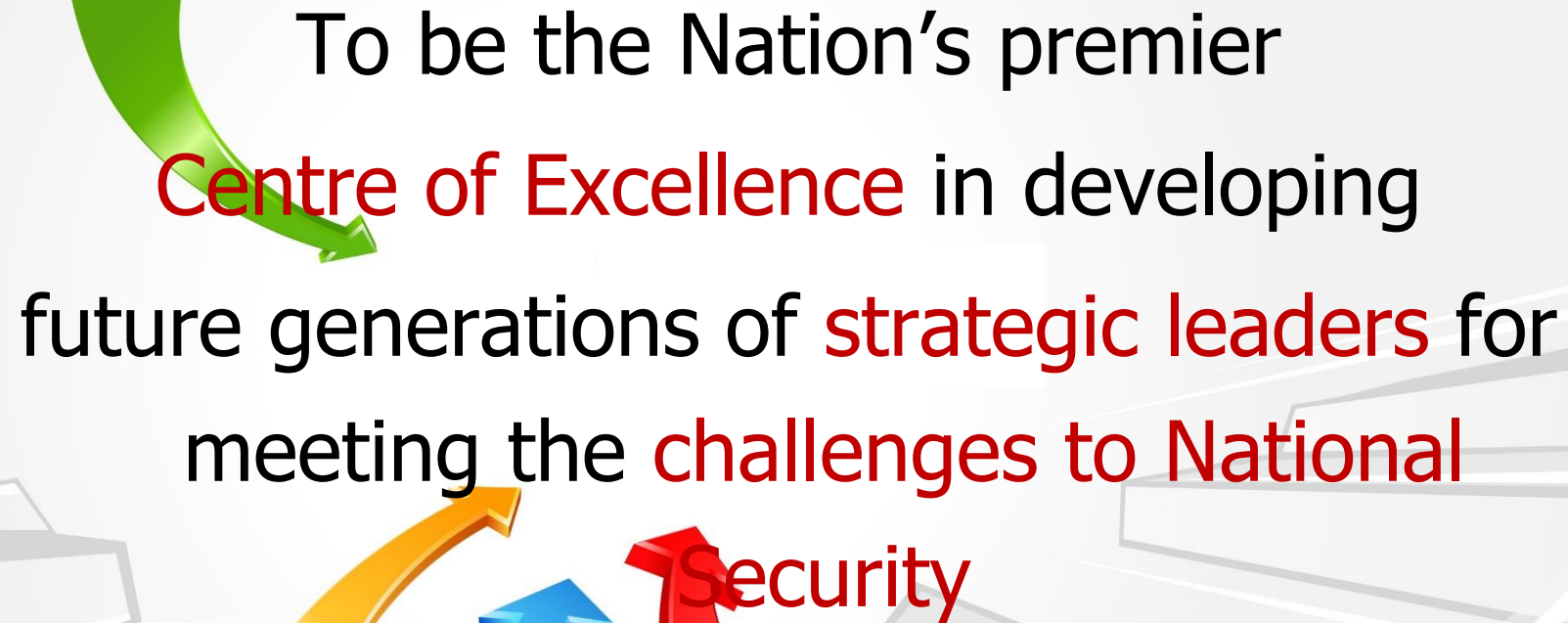
**CDM Capsule – 08 May 2019**



cdm  
college of defence management

SARDAR PATEL  
BLOCK

# VISION



To be the Nation's premier  
**Centre of Excellence** in developing  
future generations of **strategic leaders** for  
meeting the **challenges to National  
Security**

# ORGANISATION OF CDM

**COMMANDANT**

**Maj Gen/ Rear Admiral/ Air Vice Marshal**

**FACULTIES**

**Behavioural Sciences (F BS)\***

**Strategic Management**  
**Organisational Behaviour**

**Resource Management (F RM)\***

**Financial Management**  
**Supply Chain Management**

**Decision Sciences (F DS)\***

**Information & Communication Technology**  
**Operational Research**  
**Systems Analysis**  
**Project Management**

**Research & Consultancy (F R&C)\***

**Research Methodology**  
**Managerial Statistics**

**Dept of Academics & University Affairs**

**Plg Adm & Trg (F PAT)\***

**Dept of Trg**

**Dept of IS**

**Dept of Adm**



# SELF-CONCEPT

# SELF- CONCEPT SCALE



➤ **51 STATEMENTS , 5 RESPONSES**

**(Strongly Agree, Agree, Undecided, Disagree, Strongly Disagree)**

➤ **TICK YOUR CHOICE**

➤ **TIME – 15 MINS**



## SCORING

- POSITIVE STATEMENT 5 TO 1
- NEGATIVE STATEMENT 1 TO 5
- TOTAL POINTS : 255



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1.	Health and sex appropriateness	6P, 20P, 29N, 32N, 34N, & 46P
2.	Abilities	4P,8P,12N,23N,36P,38N,39N,42P.
3.	Self Confidence	7P, 9P, 14N, 16N, & 44P.
4.	Self Acceptance	2P, 10N, 17N, & 35N.
5.	Worthiness	1P, 3N, 19N, 25P, 27P, 41N & 48P
6.	Present, Past & Future.	18P, 22P, 26N, 31N, & 40P.
7.	Beliefs and Convictions.	24N, 47P & 49P.
8.	Feelings of Shame & Guilt	5N, 13N, 28N, 30N, & 50N.
9.	Sociability	33P, 37P, 43P & 45N.
10.	Emotion	11N, 15N, 21N & 51N.

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**> 70% (179), BETWEEN 60 & 70% (153-178), < 60% (152)**



# SELF-CONCEPT



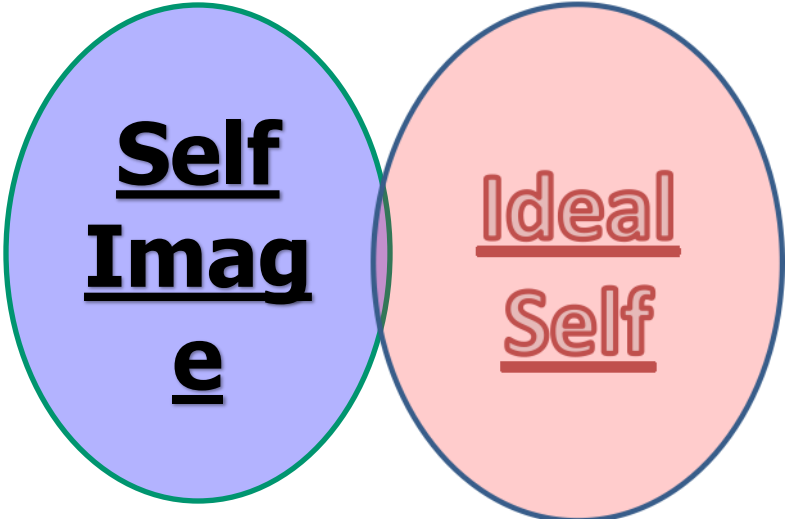
- **Self-Concept of an indl is composite of his :-**
  - ✓ **Thoughts and feelings**
  - ✓ **Strivings and hopes**
  - ✓ **Fears and fantasies**
  - ✓ **His views of what he is, what he has been, what he might become**

*Collection of beliefs about oneself*

# SELF-CONCEPT

- **Three components :**
  - **The view you have of yourself – Self Image**
  - **How much value you place on yourself – Self Esteem or Self Worth**
  - **What you wish you were really like – Ideal Self**

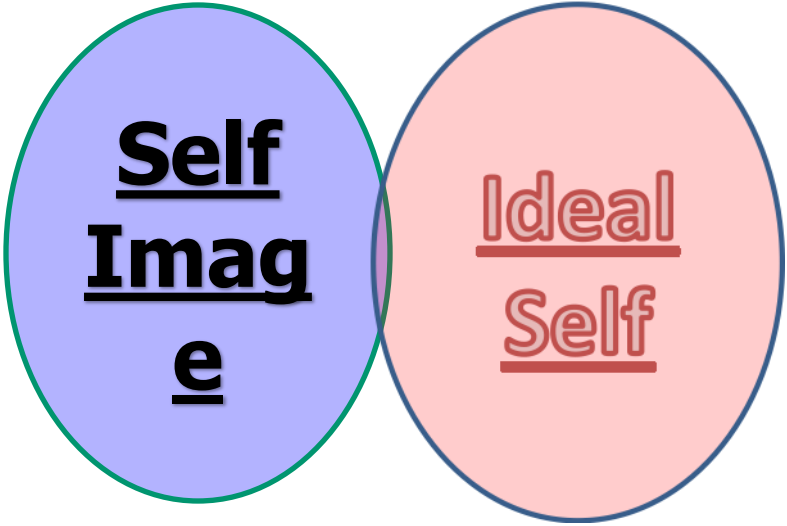
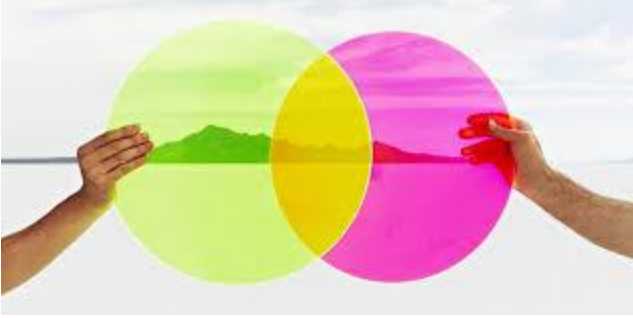
# Congruence



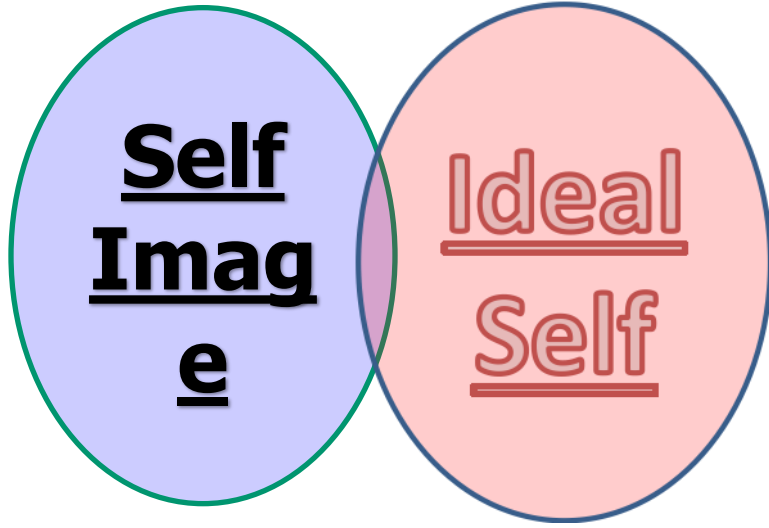
Incongruent

Congruent

# Congruence



Incongruent



Congruent

# SELF - CONCEPT



## Determines

- **The method of adjustment of life , nature, direction and intensity of human behaviour**
- **Identity, security, stability and social status of the individual**

# PERCEPTION

*the* ILLUSION  
*of* REALITY



CulturePub.fr

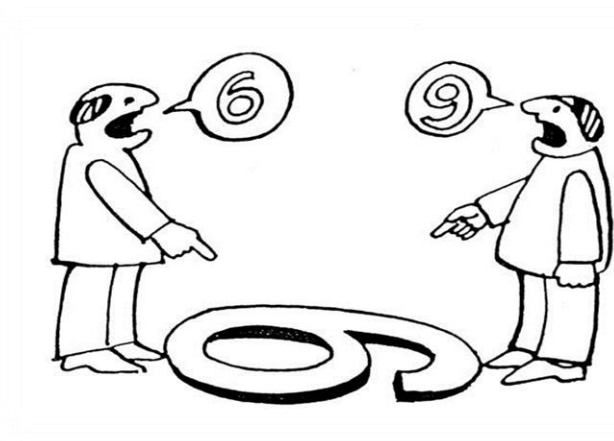
we don't  
**SEE THINGS**  
**AS THEY ARE,**  
we see things as  
**WE ARE.**  
- Francis and  
Cecilia





*"Your agreement with reality defines your life."*

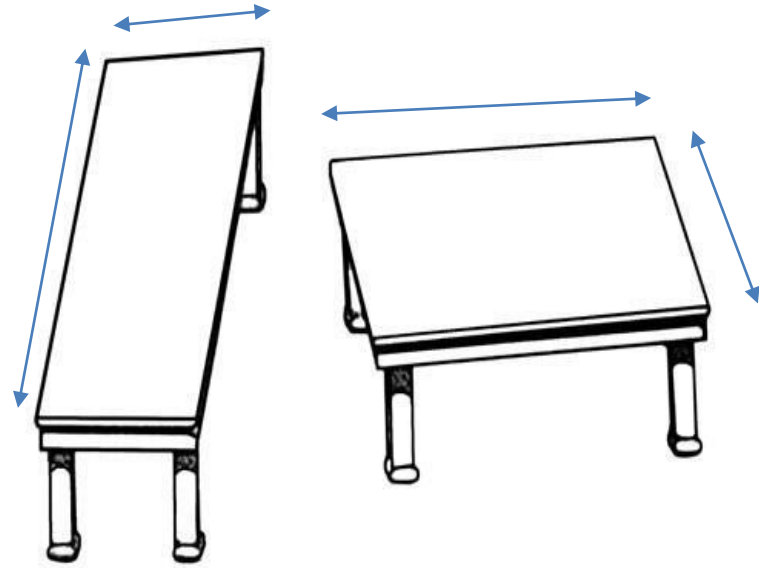
perception





THE EYE OF THE BEHOLDER

# NO OF SQUARES

Here's a classic example. Spock would look at this image and see clearly that the two tabletops are exactly the same size. But most of us feel pretty sure that the one on the left is longer and skinnier than the one on the right.

# PERCEPTION

perception



Perception can be defined as a process of

Receiving, Selecting, Organising,  
Interpreting, Directing & Reacting

to sensory stimuli or data.

It is the process of sensing &  
organising sensory data into

**meaningful images**

The process operates constantly between reality  
& us.

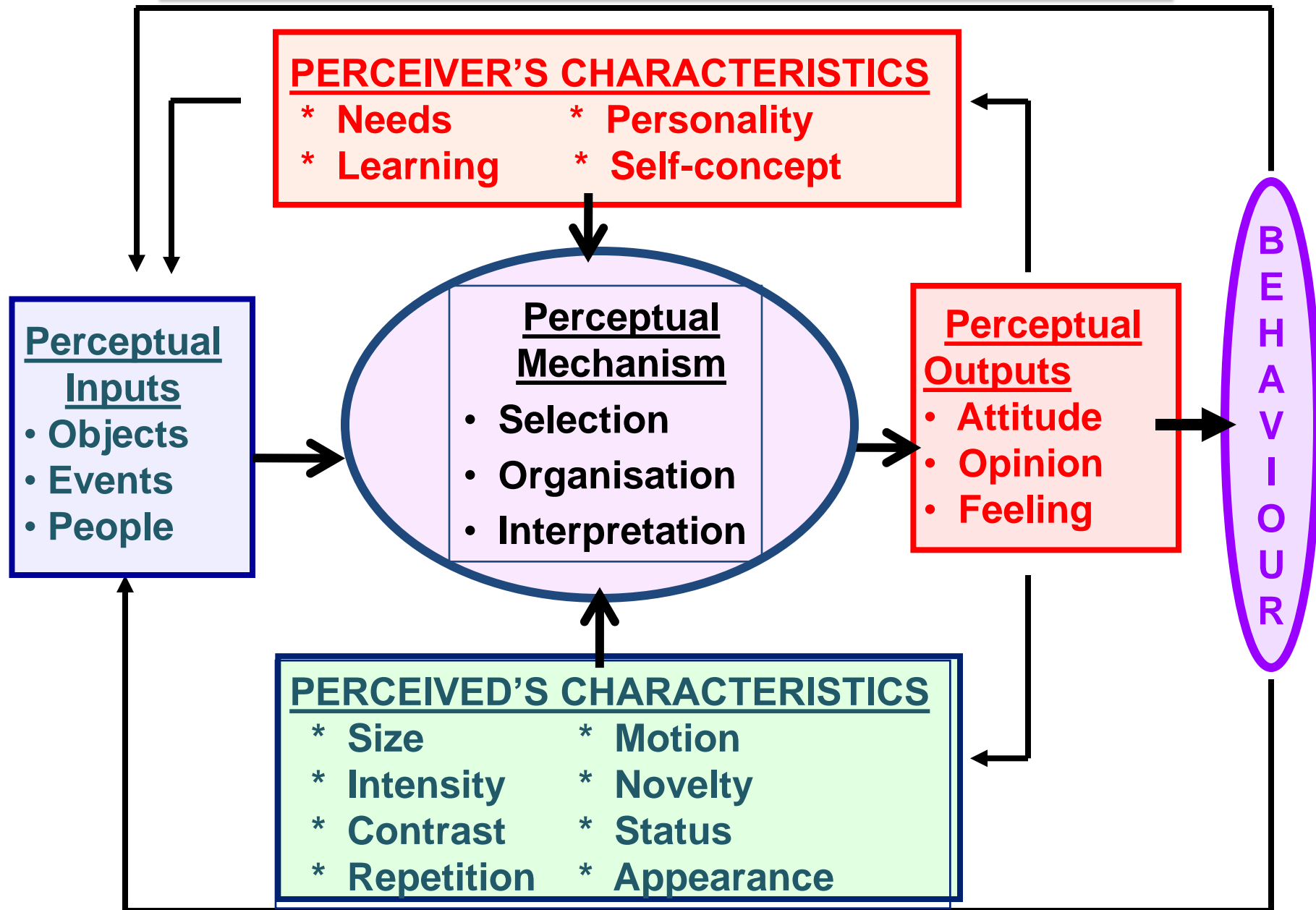
# PERCEPTUAL PROCESS

It involves:-

- Selecting stimuli relevant for an individual and for a given occasion
- Organising/ Harnessing the inputs & convert them into a meaningful shape
- Interpreting to draw out inference from perceived events or objects

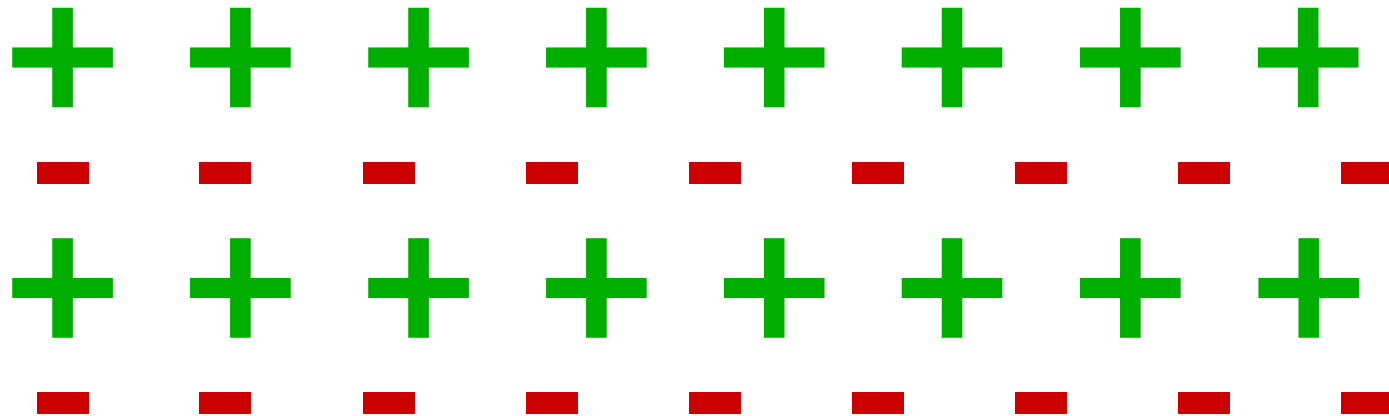
Resultant behaviour of the individual is the ultimate output

# PERCEPTUAL PROCESS



# PRINCIPLES OF GROUPING

## SIMILARITY





# PRINCIPLES OF GROUPING

## PROXIMITY

A

B

C

# PRINCIPLES OF GROUPING

## PROXIMITY

12

13

14

# PRINCIPLES OF GROUPING

## SIMILARITY

A

B

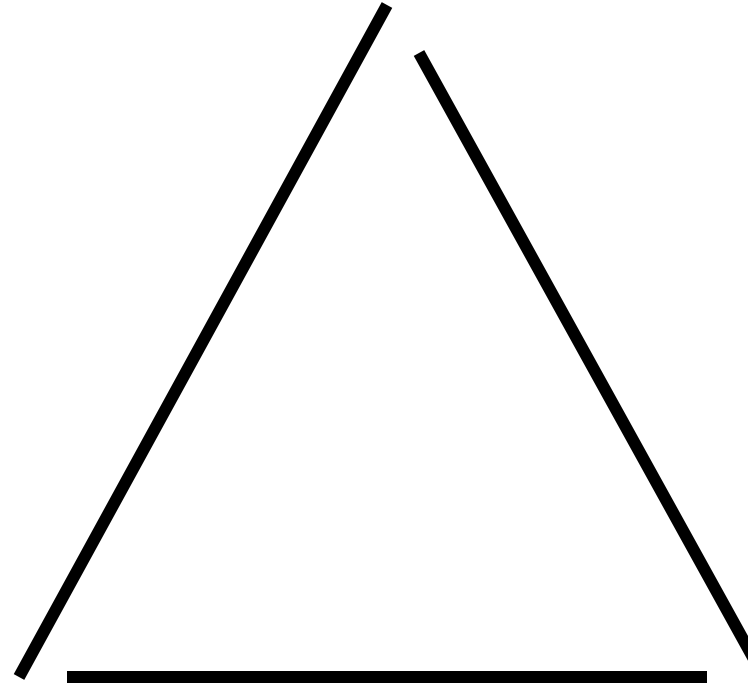
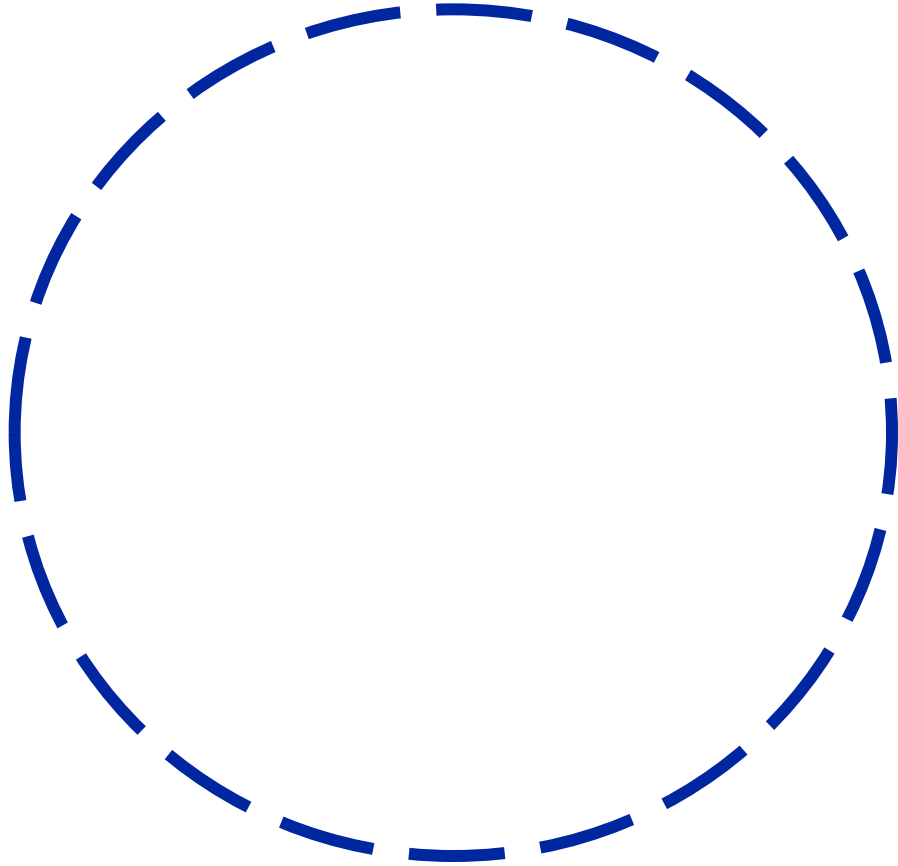
C

|2

|B

|4

# PRINCIPLES OF GROUPING CLOSURE



**SCIENCE**

**S615N65**

**1986**

**OPIL**

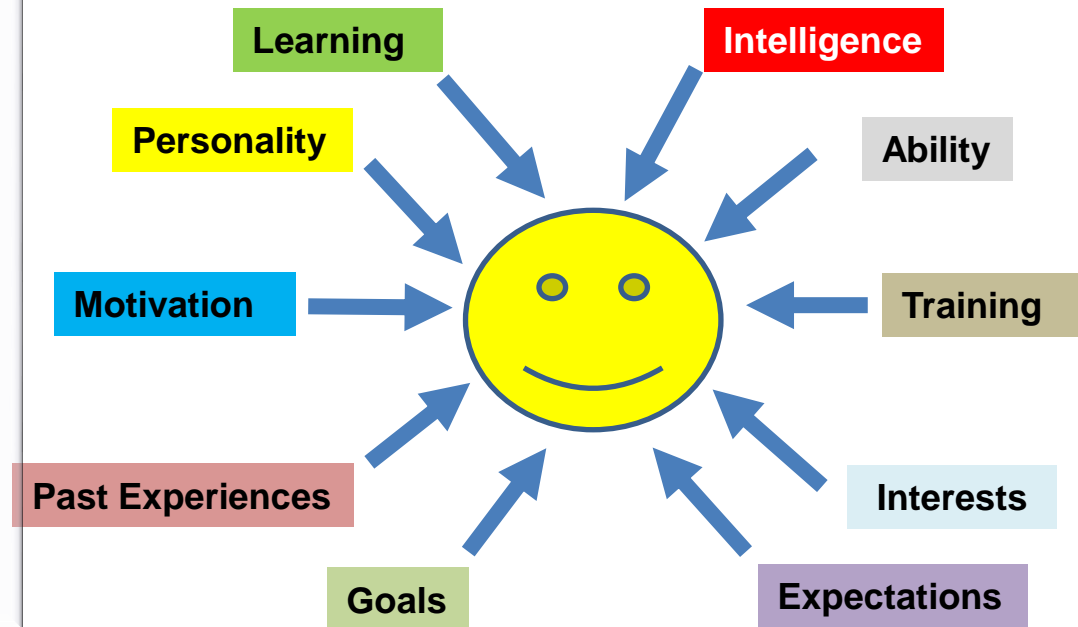
# INTERPRETATION

- Interpretation of perceived events gives rise to the behaviour
- Most important mechanism - without interpretation, the perceived world would be meaningless
- Process - subjective & judgmental

# INTERPRETATION ERRORS

Perceptual Set. Individual predisposition to respond to a particular event in a particular manner  
(Mind set)

- Psychological Factors will also affect what is perceived
- Internal Factors such as personality, learning and motives will give rise to an inclination to perceive certain stimuli with a readiness to respond in certain ways
- This has been called as Individual's Perceptual Set



# INTERPRETATION ERRORS

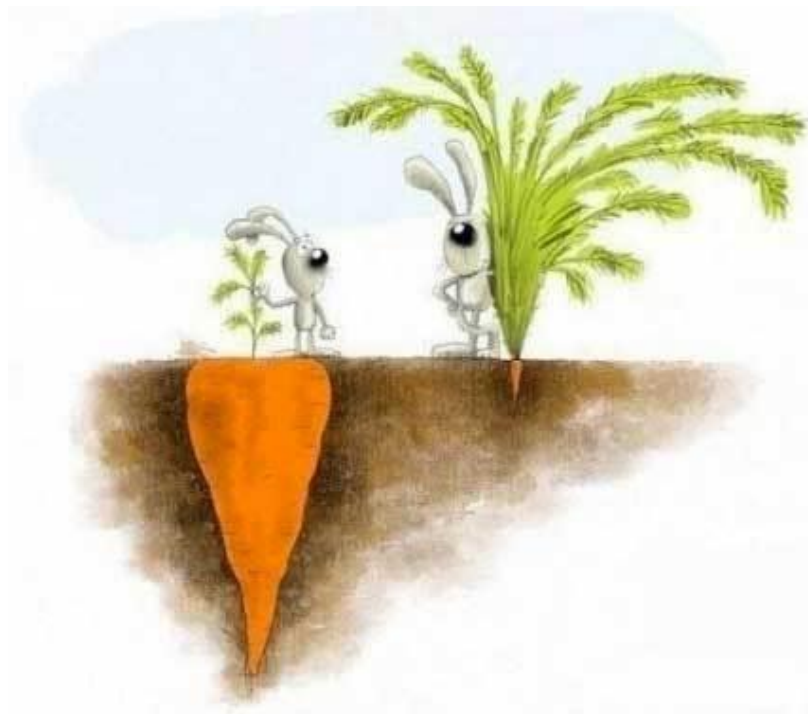
- Stereotyping. Judging people based on characteristics of gp, may not have iota of truth - maj source of racial bias
- Perceptual Defence. Screening stimuli that makes one uncomfortable & dissatisfying - conflicting new info

**DENY.....DISTORT.....EXCEPTION**



# INTERPRETATION ERRORS

- Halo/ Horn Effect. Using single trait of indl to form impression



# INTERPRETATION ERRORS

- Projection. Ascribing own fears, feelings, thoughts & prejudices on others



# INTERPRETATION ERRORS

- Expectation. We perceive what we expect to see



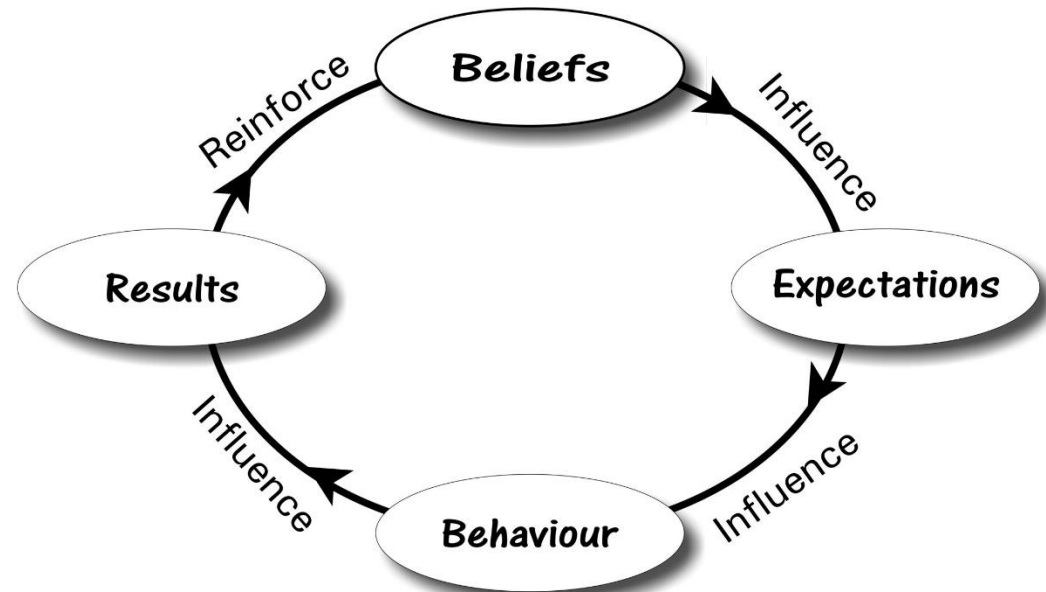
# INTERPRETATION ERRORS

- Contextual Factors. Giving meaning to stimuli, objects, events & situations in relation to frame of reference
- First Impression
- Status. Higher the status, greater the influence

# INTERPRETATION ERRORS

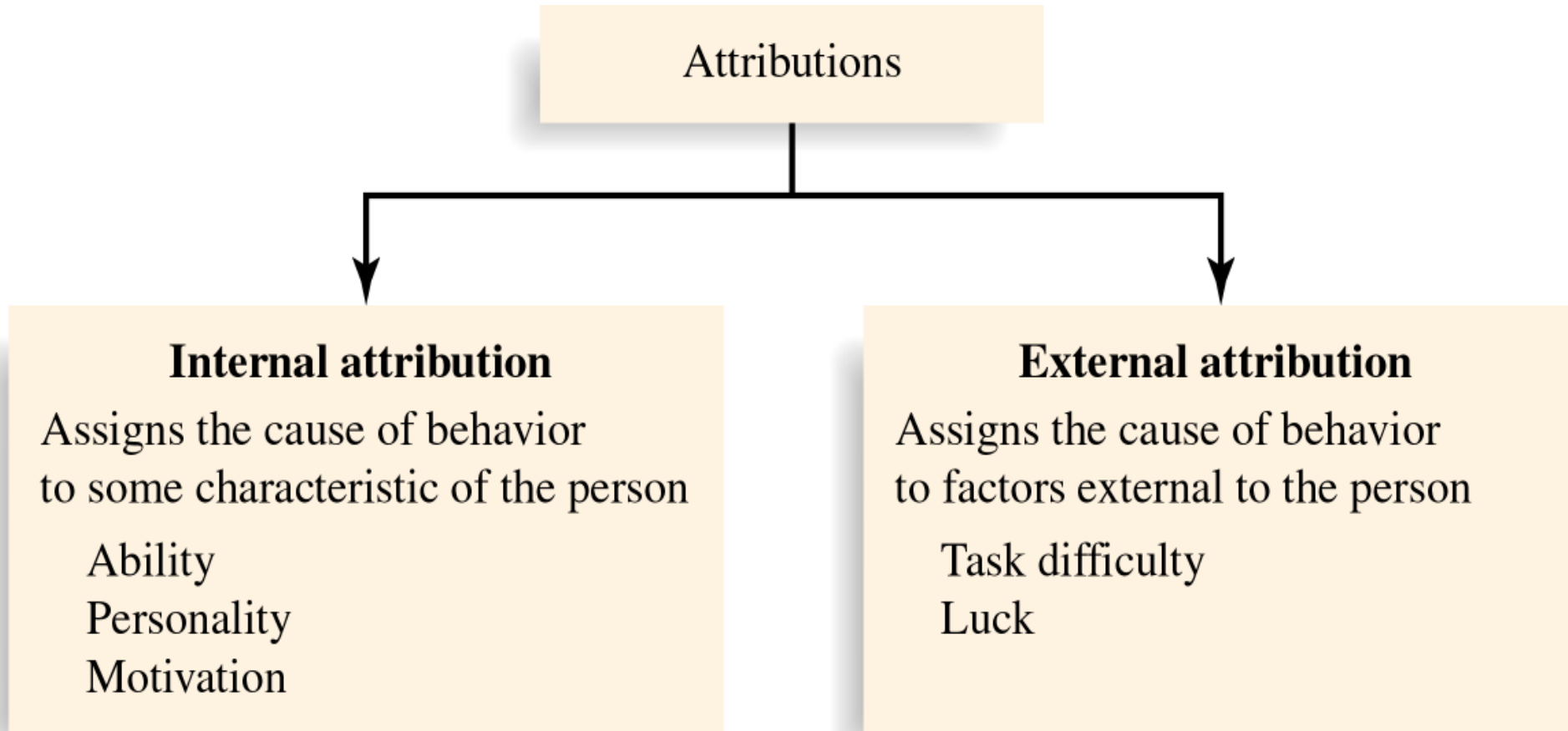
- Self-fulfilling Prophecy. Labelling/ Pygmalion Effect

- **Virtuous Cycle**
- **Vicious Cycle**



# INTERPRETATION ERRORS

- **Attribution**. Explanations developed for behaviour or action we attend to



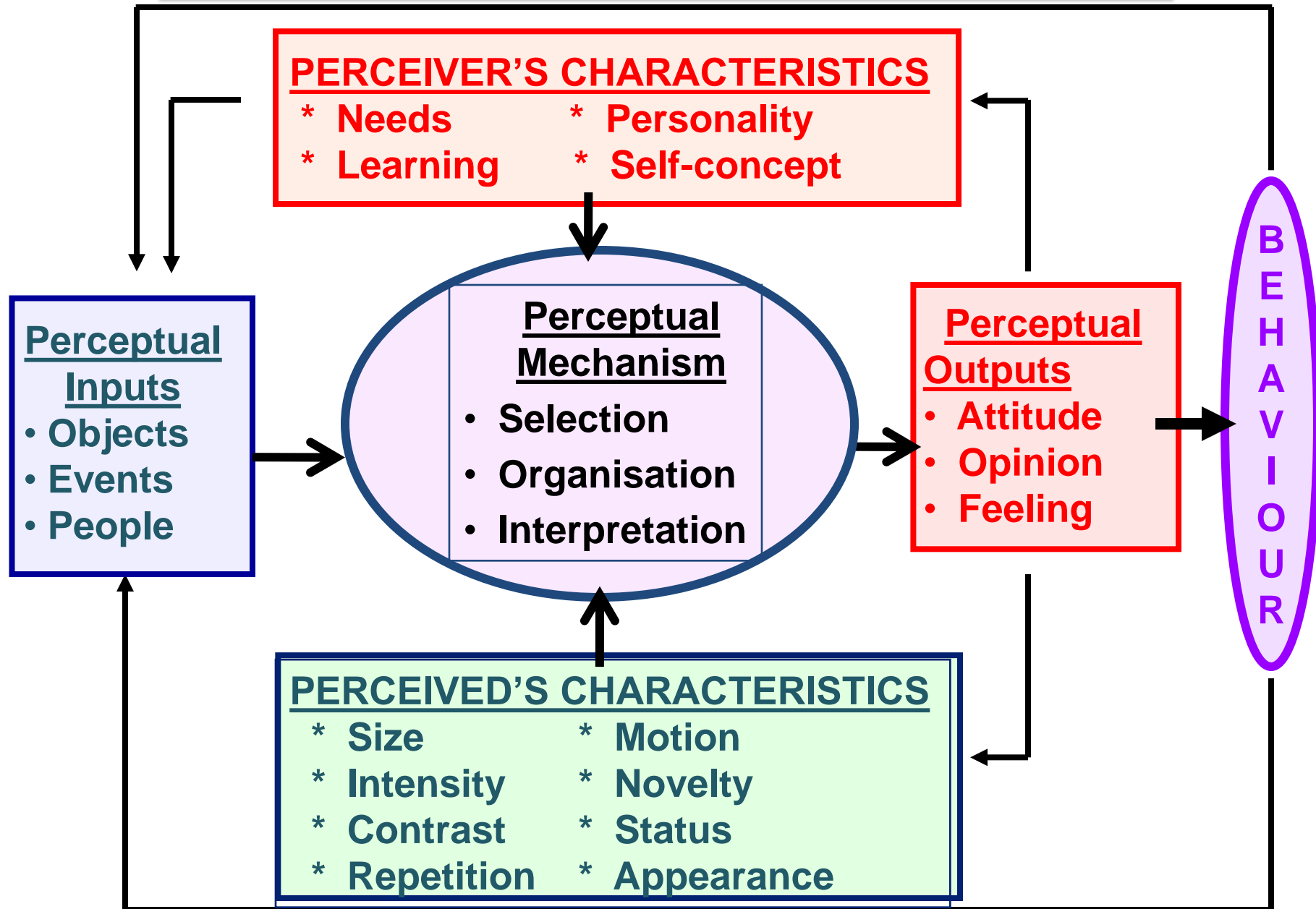
# THREE FACTORS OF THE ATTRIBUTION THEORY

**Distinctiveness** - Does this person behave in  
this manner in other situations!

**Consensus** - Do other people behave in the  
same manner?

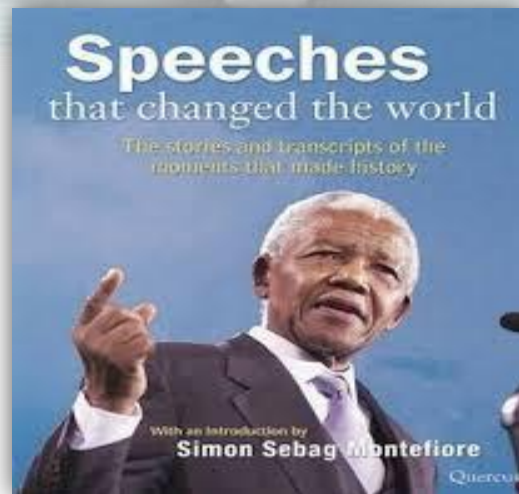
**Consistency** - Does this person behave  
in this same manner at  
other times ?

# PERCEPTUAL PROCESS









## Communicators vs Orators

# WHAT IS COMMUNICATION?



- Communication is mutual exchange of facts, thoughts & perception, resulting in common understanding
- This does *not imply* agreement
- Communication is the process by which an idea is transferred from a source to a receiver with the intention of changing his behavior
  - Purpose oriented
  - Two way process
  - Psycho-social aspects are involved

# FUNDAMENTALS OF COMN



- **Communication is perception**
- **Communication is expectation**
- **Communication makes demands**
- **Communication differs from Information**

# COMMUNICATION IS PERCEPTION

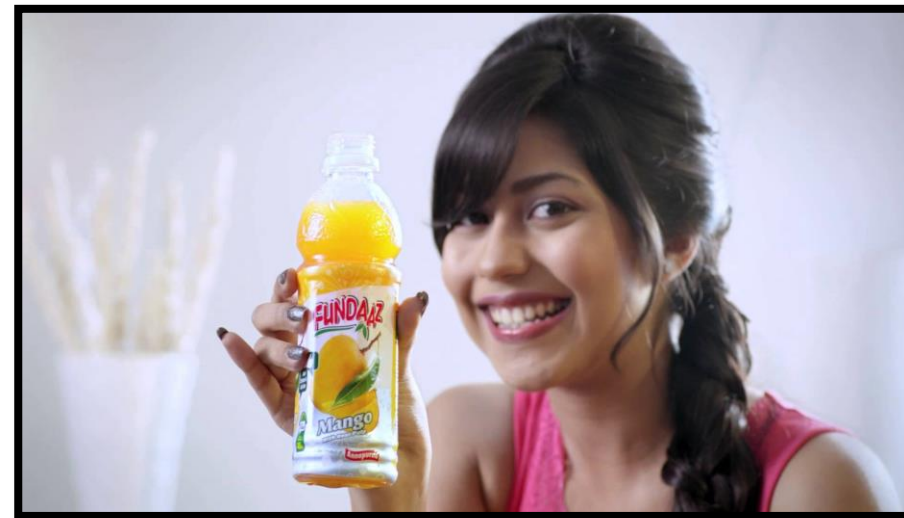
Many of our problems in communication arise because we forget to remember that individual experiences are never identical



# COMMUNICATION IS EXPECTATION



# COMMUNICATION MAKES DEMAND



Which drink would you prefer ?

# FUNDAMENTALS OF COMN



- **Communication is perception**
- **Communication is expectation**
- **Communication makes demands**
- **Communication differs from Information**

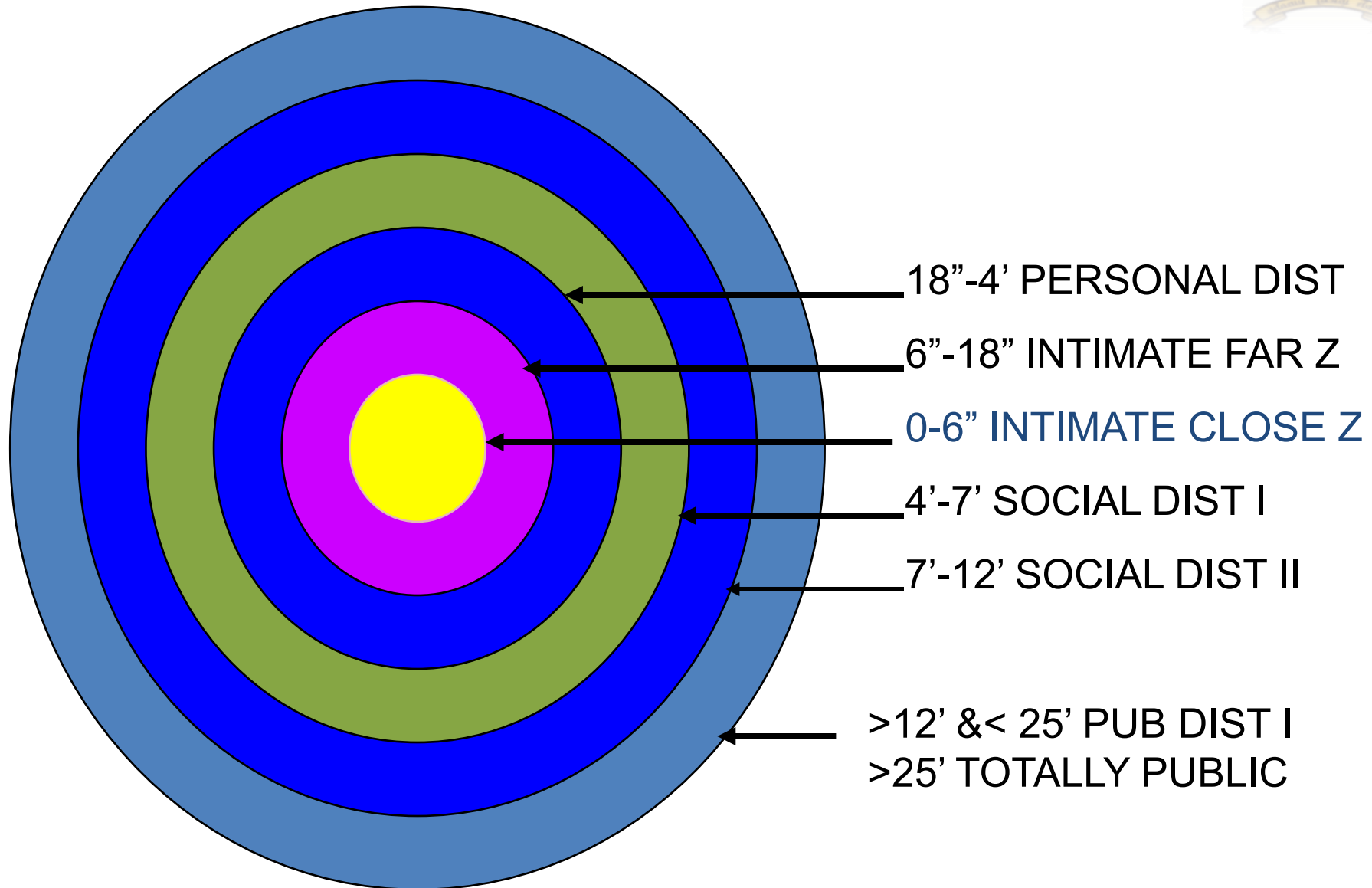


# MEANS OF COMMUNICATION



VERBAL 7%	VOCAL	NON VOCAL
	SPOKEN WORD	WRITTEN WORD
NON VERBAL 93%	Scream, Grunt, Inflection etc <i>(Paralinguistics)</i>	Spatial Relationships (Proxemics) Facial expressions, Gestures etc (Kinesics)
	38%	55%

# INTIMACY BUBBLE

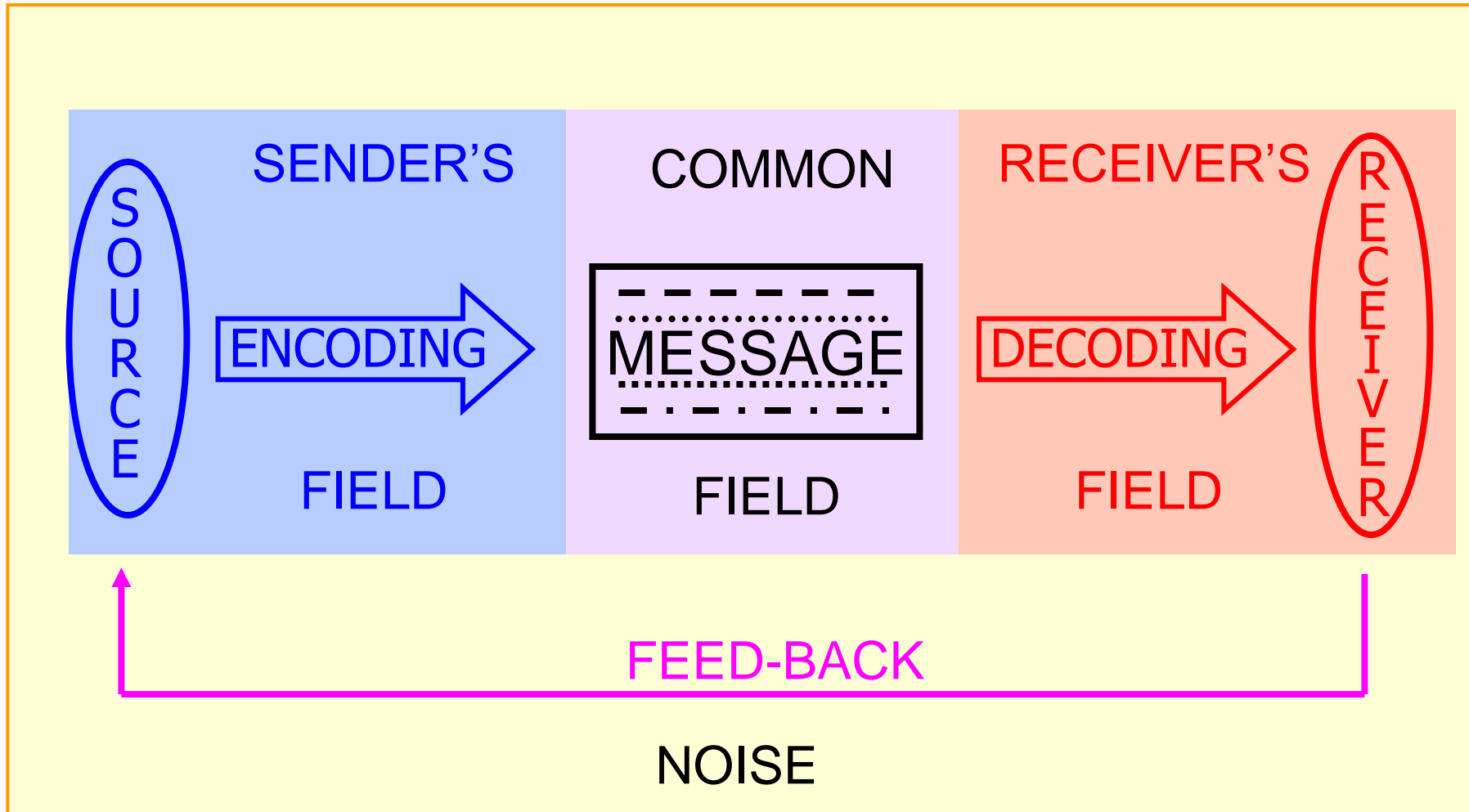


# COMPONENTS OF NVC

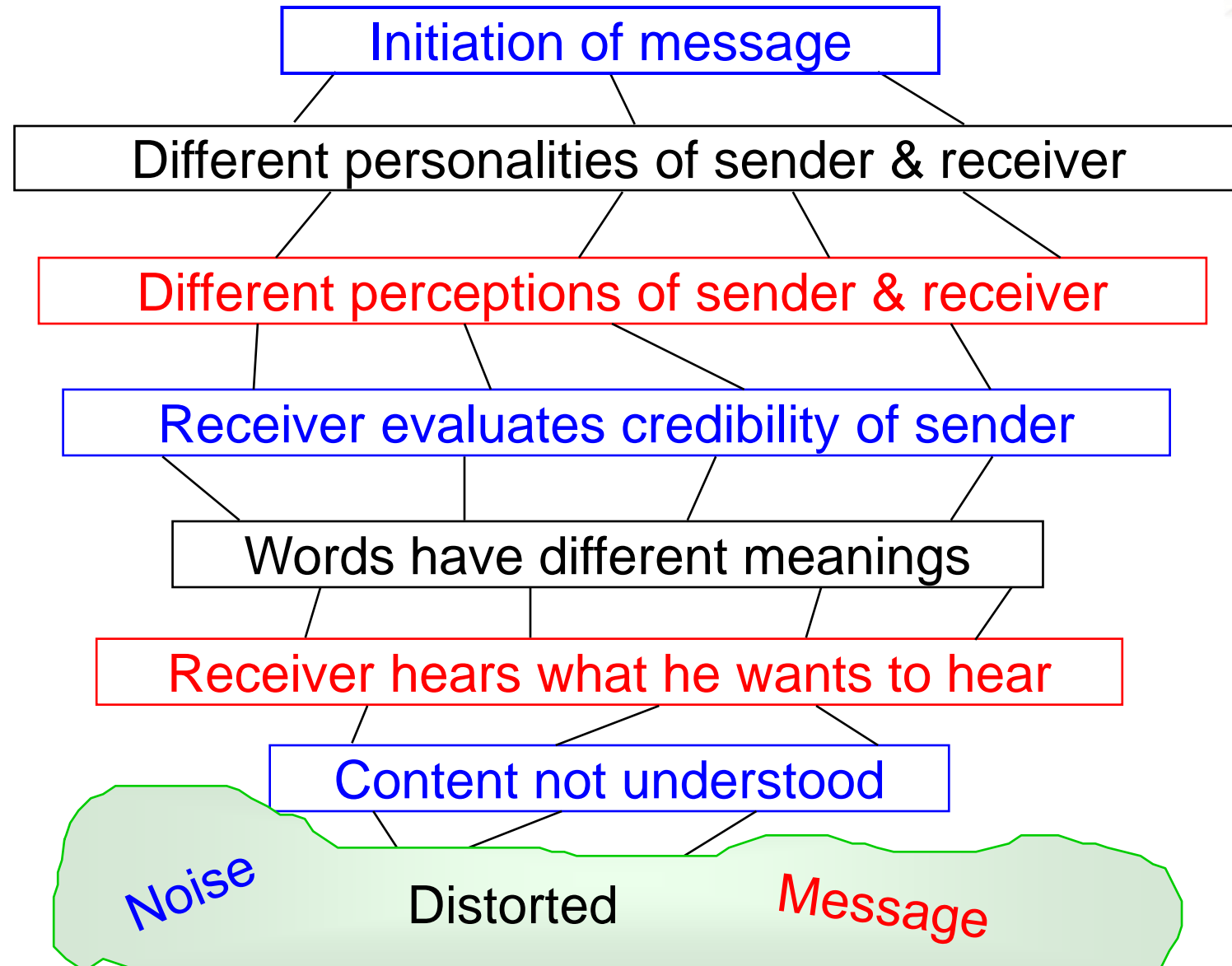


- Facial expressions
- Gestures
- Body movement
- Posture
- Tone of Voice
- Rhythm and Rate of Speech
- Eye contact/Gaze
- Touch
- Olfaction
- Grooming & Mode of Dress

# PROCESS OF COMMUNICATION



# WHY DISTORTION ?



# **BARRIERS TO COMMUNICATION**

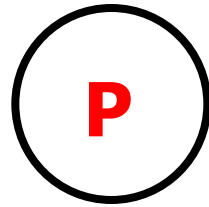


- **Perceptual problems**
- **Semantic problems**
- **Premature evaluation**
- **Message**
- **Sender**
- **Observation vs Inference**
- **Lack of listening**
- **We speak to differing people inside one person**

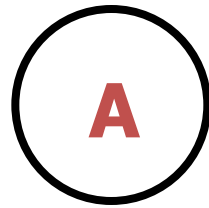
# EGO STATES



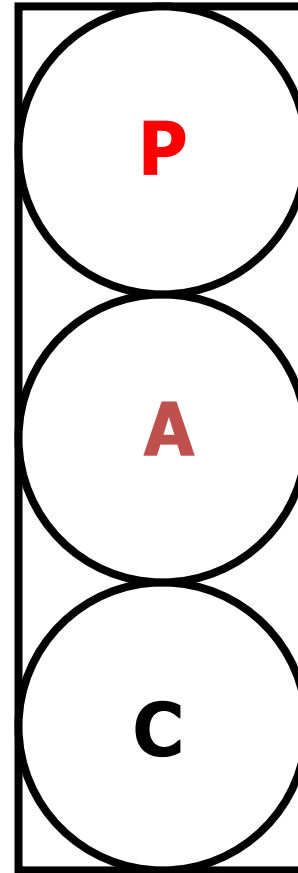
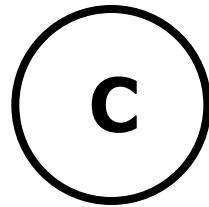
**PARENT**



**ADULT**



**CHILD**



- **Not roles / not concepts. Are psychological realities – “Father” Vs “Father Like”**
- **Each state is distinct and separate source of behaviour**

# SPIRAL COMMUNICATION



**Husband** “Darling ! honey !! where are my cuff links?”

**Wife** “How should I know.”

**Husband** “The problem in this house is, you can't find anything where you leave it.”

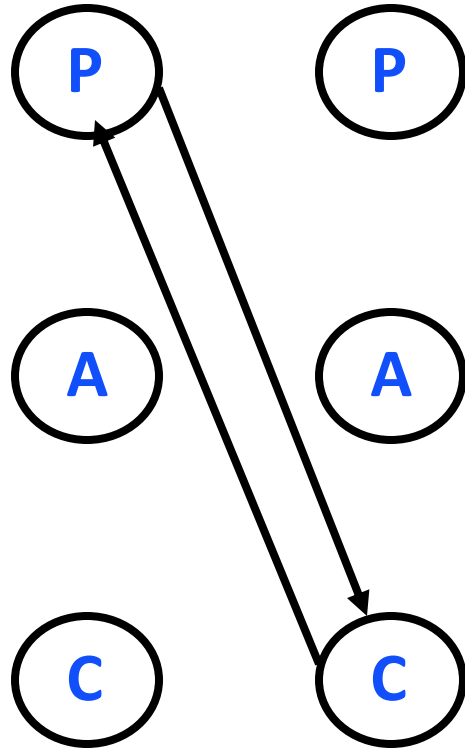
**Wife** “As if in your mother’s house every thing is always where it should be.”

**Husband** “Why bring my mother in between ? I know the kind of up-bringing you have had.”

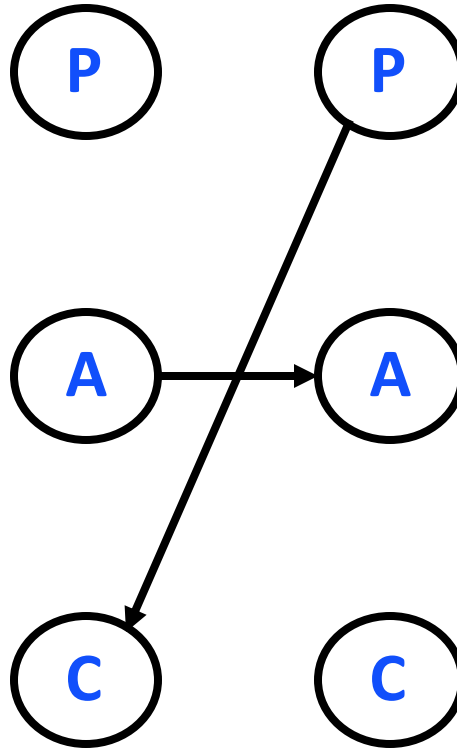
**Wife** “Oh ! you dare talk about upbringing ! as if I don’t know about your family background!!



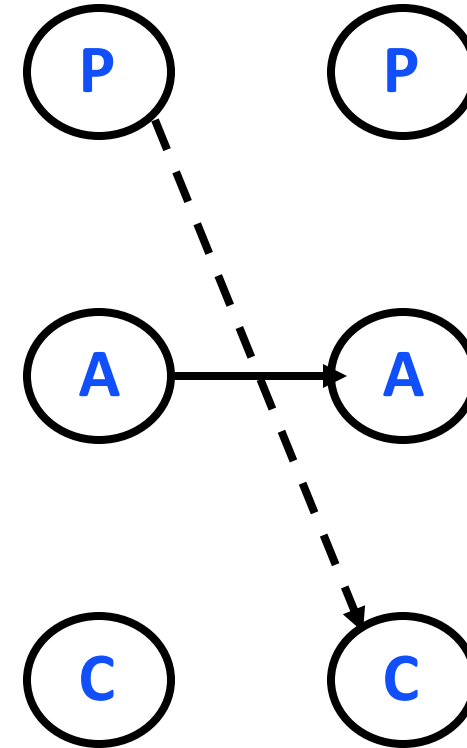
# TYPES OF TRANSACTIONS



COMPLEMENTARY

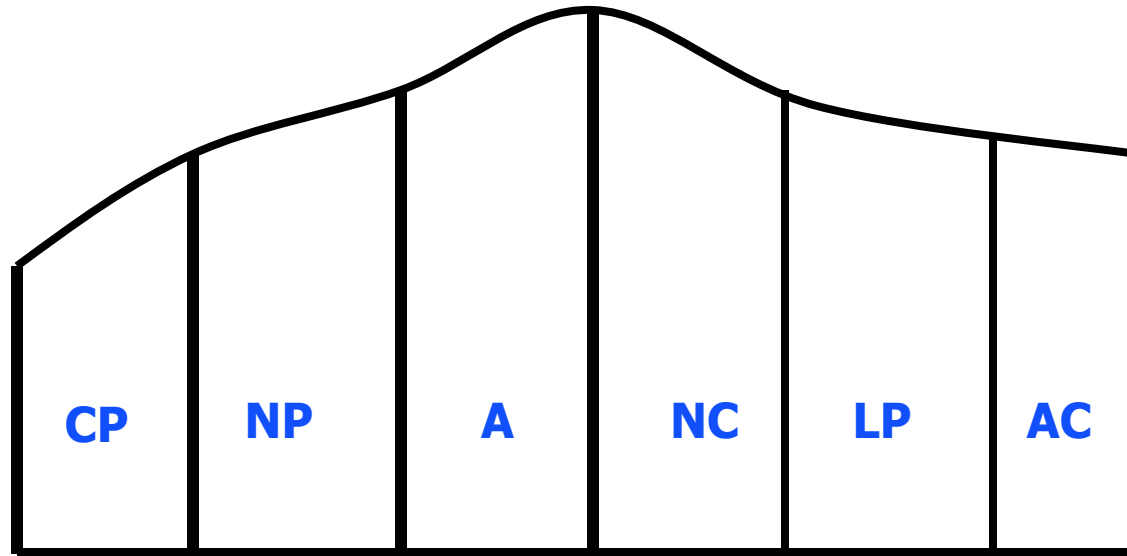


CROSSED



ULTERIOR

# DUSAY'S EGO DIAGRAM





*Thank You*

