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Internal Assesment Test – III

Sub:	PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS						Code:		20MBAHR402
Date:	30/08/2023	Duration:	90 mins	Max Marks:	50	Sem:	IV	Branch:	MBA

		Marks	OBE	
SET - 3			CO	RBT
	Part A -Answer Any Two Full Questions (20*02=40 Marks)			
1(a)	What is inclusion and control? **Answer:** Inclusion refers to "the act or practice of including and accommodating people who have historically been excluded Control refers to having control over our situation/understand/question/solve.	[03]	CO2	L1
(b)	Describe life script and how it influences your behavior? Answer: According to cognitive psychology, each of us has a life script or schema - whether we are aware of it or not. A life script is another way of describing the meaning we attribute to the events that happen to us. Depending on our particular script, we can interpret an event in a number of different ways. Psychologists believe that our life scripts are usually created in childhood. Understanding our particular script can help us to see how it might be influencing our thoughts, and may help us to come up with more positive thoughts and actions. Your life script is individual to you, but many follow a common theme. To uncover your own life script, it helps to explore the patterns in your life - particularly if you suspect that there are destructive themes in your script. **People always leave me'** This is the fear that we will always be abandoned by those we love, no matter what we do. We anticipate being left, perhaps because of misfortune, illness, or someone better coming along. Because of this, we act defensively, and may try to drive people away, to pre-empt their desertion. **Could this be you?** You wait for invitations rather than invite people to events, as proof of your popularity. You get jealous very easily, and invent reasons for arguments, to test people's love. **'I always put other people first'** The desire to look after others and subjugate our needs and desires to theirs. This may arise from guilt over feeling selfish, or the need to be connected to those we perceive as helpless. Often results in resentment towards others. **Could this be you?** You go out of your way to do favours for other people. You feel that you are more generous than the people around you. **'I'm not good enough'** The belief that we are somehow inferior or defective, and that one day we will be exposed as such. This may cause us to become overly sensitive to criticism or comparison, and we may take any perceived rejection as confirmation of our failings. **Could this be you?**	[07]	CO4	L2

	You self-sabotage, creating excuses for your anticipated failure. You avoid competitive situations - even playing board games or sports - because you fear coming last. **'I can't do it on my own'** The assertion that we are too weak, or not intelligent enough to perform everyday duties without help. Often leads to dependency in relationships. **Could this be you?** You're attracted to people who you see as being stronger than you are. You're the first to admit that you lack common sense, or that you're hopeless around the house. **'Bad things happen to me more than they do to other people'** May result in an exaggerated fear of disaster and a belief that we are particularly vulnerable to things such as attack or disease. Often characterized by excessive worry and strong feelings of helplessness. **Could this be you?** You find it easy to imagine the worst possible outcome. You have regularly been accused of being overly cautious and protective. **'I deserve this'** The belief that we are in some way superior to other people and that we are therefore entitled to more. May also lead to the assertion that we should be allowed to do whatever we want, and a lack of empathy for others. **Could this be you?** You feel that other people don't recognise your talents or abilities. You suspect that others are holding you back.			
(c)	Would you recommend FIRO-B in discovering the interpersonal orientation? Justify your answer. **Answer:** Yes, FIRO – B is one of the best assessment tools for one's own personality Following are the comments to justify the above expression: The FIRO assessments are ideal for a wide range of applications, including the following: **Team building**—to accelerate the team formation process and allow members to overcome barriers and progress to higher levels of performance **Leadership and executive development**—to identify leadership styles and help leaders unlock greater team performance by meeting the interpersonal needs of managers, peers, and direct reports **Relationship building**—to ensure that employees get the most out of working relationships by helping them understand how to meet the interpersonal needs of customers and stakeholders **Professional development**—to increase employees' self-awareness for better understanding of how their positive behavioral changes boost morale, productivity, and engagement **Conflict management**—to improve skills for assessing different types of conflict and applying emotionally intelligent strategies Explain all the above in detailed.	[10]	CO3	L5
2(a)	Explain Negotiation. **Answer:** Negotiation results when each party compromises to resolve a conflict for everyone's benefits. In the workplace, negotiations may take place between managers, departments, colleagues or between a team member and a manager.	[03]	CO4	L1

(b)	• Discuss appreciative enquiry in group relations. • Answer: • Appreciative inquiry (AI) is an organizational and change model that encourages change while using the strengths that exist within a company. AI encourages management and employees to perform collective actions that promote teamwork and may lead to stronger and more effective business practices. • Appreciative inquiry is a change model that encourages organizations to focus on the positive aspects that exist within their practices. This model allows companies to fulfill goals or improve business operations by exploring the strengths they already have. If you're looking to maximize your company's operational efficiency and success, learning about appreciate inquiry may be useful for you. In this article, we discuss what appreciative inquiry is, explore its four components and explain why this model is important. • The first component is discovery, which involves identifying an organization's strengths. This may include its best practices, achievements and high-performing departments or employees. To determine these different elements, try speaking with colleagues or staff members to determine which areas within the workplace they think are most successful. You may also review sales numbers or performance measurements to identify outstanding areas. For example, if your workplace brings in many new customers each month through advertisements, then the marketing department may be using successful promotional practices. Here are several reasons why appreciative inquiry is important in a business: • Discovering new opportunities: You may use AI to discover new strength-based opportunities that may allow your workplace to operate more efficiently. This may include creating new strategies that optimize skills and collaboration, or it can include a new vision or mission that a company may adopt that better aligns with its strengths. • Achieving goals: Appreciate inquiry may help your workplace achieve long-term goals by following the four components. This may help you create actionable steps to improve your workplace's operations. • Identifying existing strengths: By using AI, you may recognize strengths within your workplace that you weren't aware of previously. • Promoting innovation: Since AI encourages companies to strengthen the practices and processes they have currently, workplaces may promote innovation and advancement to enhance their techniques, rather than adopting new techniques. •	[07]	CO4	L2
(c)	Assess Time management matrix with all yesterday's activities starting from 5 AM to 10 PM in your life. Answer: Prepare your all activities from 5 am to 10 Pm and divide them into four quadrants of time matrix	[10]	CO4	L5

Time Management Matrix

URGENT / NOT URGENT

IMPORTANT

1
- crises
- emergencies
- pressing problems
- deadline-driven projects
- last minute-preparations

2
- preparation, planning, prevention
- values clarification
- capability improvement
- relationship building
- true recreation/relaxation

NOT IMPORTANT

3
- interruptions
- some callers, some mail
- some meetings
- many pressing matters
- popular activities

4
- busy work
- trivial activities
- some calls/emails
- escape activities
- time wasters

3(a)	Describe T-groups? **Answer:** A Training-Group, or T-Group, is a type of experience-based learning. Participants work together in a small group of 8-14 people, over an extended period. Learning comes through analysis of their own experiences, including feelings, reactions, perceptions, and behavior.	[03]	CO4	L2
(b)	Discuss Interpersonal needs for openness? Openness to experience, or simply openness, is a basic personality trait denoting receptivity to new ideas and new experiences. It is one of the five core personality dimensions that drive behavior—known as the five-factor model of personality, or the Big 5 Openness to experience, or simply openness, is a basic personality trait denoting receptivity to new ideas and new experiences. It is one of the five core personality dimensions that drive behavior—known as the five-factor model of personality, or the Big 5. People with high levels of openness are more likely to seek out a variety of experiences, be comfortable with the unfamiliar, and pay attention to their inner feelings more than those who are less open to novelty. They tend to exhibit high levels of curiosity and often enjoy being surprised. People with low levels of openness prefer familiar routines, people, and ideas; they can be perceived as closed-minded.	[07]	CO4	L2
(c)	Recommend banking employees on how to settle disputes that arise as a result of delays in the process using conflict management techniques. Answer: Conflict management refers to the way that you handle disagreements. On any given day, you may have to deal with a dispute between you and another individual, your family members, or fellow employees. Although there are many reasons people disagree, many conflicts revolve around: Personal values (real or perceived) Perceptions Conflicting goals Power dynamics Communication style 5 conflict management styles	[10]	CO4	L5

It's human to deal with conflict by defaulting to what's comfortable. According to University of Pittsburgh professors of management Ken Thomas and Ralph Kilmann, most people take one of two approaches to conflict management, assertiveness or cooperativeness [1]. From these approaches come five modes or styles of conflict management:

1. Accommodating

An accommodating mode of conflict management tends to be high in cooperation but low in assertiveness. When you use this style, you resolve the disagreement by sacrificing your own needs and desires for those of the other party.

This management style might benefit your work when conflicts are trivial and you need to move on quickly. At home, this style works when your relationship with your roommate, partner, or child is more important than being right. Although accommodation might be optimal for some conflicts, others require a more assertive style.

2. Avoiding

When avoiding, you try to dodge or bypass a conflict. This style of managing conflicts is low in assertiveness and cooperativeness. Avoidance is unproductive for handling most disputes because it may leave the other party feeling like you don't care. Also, if left unresolved, some conflicts become much more troublesome.

However, an avoiding management style works in situations where:
You need time to think through a disagreement.
You have more pressing problems to deal with first.
The risks of confronting a problem outweigh the benefits.

3. Collaborating

A collaborating conflict management style demands a high level of cooperation from all parties involved. Individuals in a dispute come together to find a respectful resolution that benefits everyone. Collaborating works best if you have plenty of time and are on the same power level as the other parties involved. If not, you may be better off choosing another style.

4. Competing

When you use a competitive conflict management style (sometimes called 'forcing'), you put your own needs and desires over those of others. This style is high in assertiveness and low in cooperation. In other words, it's the opposite of accommodating. While you might think this style would never be acceptable, it's sometimes needed when you are in a higher position of power than other parties and need to resolve a dispute quickly.

5. Compromising

Compromising demands moderate assertiveness and cooperation from all parties involved. With this type of resolution, everyone gets something they want or need. This style of managing conflict works well when time is limited. Because of time constraints, compromising isn't always as creative as collaborating, and some parties may come away less satisfied than others.

4	**Case study - Compulsory** "Delegate, doesn't mean assign a task and forget about it" A manager gives a task to an employee and the work is not completed in the desired way. This indicates that the task was poorly divided between the two persons in question. The person who assigned the task did not break it down appropriately and did not follow up thoroughly enough with the employee. The person receiving the information does not understand it or misinterprets it. They perform the task, but not according to the requirements. This may lead chaos in the working environment.			
	Q.4. Assess the above situation and explain how appreciative enquiry and group relations will help to overcome the problem. Problem: Oppenness issues and delegation issues need to be discussed thoroughly	[10]	CO4	L4

	Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1:	Have in-depth understanding the various personality traits which promotes personal growth	1a				
CO2:	Analyze the concepts of human personality, behavior and functioning of mind					
CO3:	Learn and apply the psychometrics tests in understanding the personality traits		1c			
CO4:	Develop the greater insight of self, and others through various theories and prepare the developmental plan for interpersonal effectiveness		1b 2a 2b 3a 3b	2c	3c 4	

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.
L6	Design, formulate, build, invent, create, compose, generate, derive, modify, develop, integrate

PO1 – Theoretical Knowledge; PO2 – Effective Communication Skills; PO3 – Leadership Qualities; PO4 – Sustained Research Orientation; PO5 – Self-Sustaining Skills.

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