

**BALLARI INSTITUTE OF TECHNOLOGY & MANAGEMENT**

(Autonomous Institute under Visvesvaraya Technological University, Belagavi)

USN 

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Course Code 

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| M | B | A | H | R | 4 | 1 | 3 |
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Fourth Semester MBA Degree Examinations, August 2026

**PERSONAL GROWTH AND INTERPERSONAL EFFECTIVENESS**

Duration: 3 hrs

Max. Marks: 100

**Note:** 1. Answer any FOUR full questions from Question No. 1 to 7.

2. Question No. 8 is compulsory

3. Missing data, if any, may be suitably assumed

| <u>Q. No</u> | <u>Question</u>                                                                                                                                                                              | <u>Marks</u> | <u>(RBT:CO:PO)</u> |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------|
| 1            | a. Define self-awareness. Mention any two benefits of self-awareness.                                                                                                                        | 03           | (2:1:1)            |
|              | b. Explain the role of personal growth in improving professional effectiveness.                                                                                                              | 07           | (2:1:2)            |
|              | c. A newly recruited employee has good technical skills but lacks confidence and communication skills. Explain how personal growth can help improve his workplace performance.               | 10           | (2:1:1)            |
| 2.           | a. What is self-disclosure?                                                                                                                                                                  | 03           | (2:2:2)            |
|              | b. Explain the four quadrants of the Johari window model.                                                                                                                                    | 07           | (2:2:3)            |
|              | c. A team leader receives feedback that team members hesitate to share their ideas with her. Using the Johari window model, explain how she can improve interpersonal trust within the team. | 10           | (3:2:2)            |
| 3.           | a. Differentiate between Type A and Type B personality.                                                                                                                                      | 03           | (3:3:2)            |
|              | b. Explain the MBTI personality assessment and its significance.                                                                                                                             | 07           | (3:3:4)            |
|              | c. An HR manager plans to assign employees to different project teams. How can personality assessment help in making effective team assignments?                                             | 10           | (4:3:3)            |
| 4.           | a. What is attitude? Give one example.                                                                                                                                                       | 03           | (4:4:4)            |
|              | b. Discuss how beliefs influence individual behaviour.                                                                                                                                       | 07           | (4:4:3)            |
|              | c. An employee strongly believes in teamwork, while another prefers working independently. Analyse how their beliefs may affect workplace behaviour and performance.                         | 10           | (4:4:4)            |
| 5            | a. What do you mean by role clarity?                                                                                                                                                         | 03           | (4:5:5)            |
|              | b. Explain the importance of role boundaries in organizations.                                                                                                                               | 07           | (4:5:4)            |
|              | c. A company is facing conflicts because employees are unsure about their responsibilities. Discuss how role clarity can improve organizational effectiveness.                               | 10           | (4:4:5)            |
| 6.           | a. State any three methods of developing self-awareness.                                                                                                                                     | 03           | (4:2:3)            |
|              | b. Explain the importance of seeking feedback in personal development.                                                                                                                       | 07           | (4:2:2)            |
|              | c. A manager wants to improve communication and trust among team members. Explain how self-reflection and feedback can help achieve this objective.                                          | 10           | (4:2:5)            |

**Note: (RBT - Revised Bloom's Taxonomy Level: CO - Course Outcome: PO - Programme Outcome)**

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|----|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------|
| 7. | a. | What is Emotional Intelligence?                                                                                                                                                | 03 | (2:3:4) |
|    | b. | Explain the four pillars of Neuro-Linguistic Programming (NLP).                                                                                                                | 07 | (4:5:3) |
|    | c. | A sales executive finds it difficult to build good relationships with customers. Explain how Emotional Intelligence and NLP techniques can help improve customer interactions. | 10 | (4:4:5) |

8. **Case Study**

Vikram recently joined ABC Manufacturing Ltd. as a Project Leader after being promoted from a technical role. He is highly knowledgeable, hardworking, and committed to achieving organizational goals. However, after taking up the leadership position, he began facing several challenges in managing his team.

Vikram prefers making decisions independently and rarely consults team members before assigning tasks. During meetings, he focuses mainly on completing targets and often ignores suggestions from others. When team members provide feedback about his communication style, he becomes defensive and justifies his actions instead of listening to their concerns. Over time, employees have become reluctant to express their opinions, and communication within the team has reduced significantly.

As a result, misunderstandings have increased, conflicts have started emerging among team members, and overall team performance has declined. Although Vikram believes he is performing effectively, his manager observes that he lacks awareness of how his behaviour affects others. The manager also notices that there is a low level of trust between Vikram and his team members.

To address the situation, the HR department recommends that Vikram participate in self-reflection exercises, actively seek feedback from colleagues, improve his emotional intelligence, and adopt better communication practices to build stronger workplace relationships.

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|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------|
| a. | Analyze the issues faced by Vikram with respect to self-awareness, feedback, and interpersonal trust. Suggest suitable measures to improve his effectiveness as a team leader. | 10 | (2:1:1) |
| b. | Explain how Emotional Intelligence and the Johari Window Model can help Vikram improve communication, build trust, and enhance team performance.                               | 10 | (2:1:1) |

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