

**Birla Institute of Technology and Science, Pilani, Pilani Campus**  
**Comprehensive Examination (Closed Book)**  
**Second Semester 2022-23**  
**BITS F226: Soft Skills for Professionals**

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MM: 60

13/05/2023

3 hrs

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Q1. The process of communicating information through wordless cues, is called non- verbal communication. What are according to Edward G. Werheim, the five roles non-verbal cues play? Explain. **10**

Q2. Name 4 delivery modes of presentation. Discuss each with their advantages and disadvantages. **8**

Q3. Job interviews are extremely critical in the life of a student as their success in it decides their future. List down six answering techniques in an interview that an individual can adopt. Elaborate on each of them. **10**

Q4. Who is the proponent of the six thinking hats in creative decision making? Explain the task of each individual hat in the problem solving. **10**

Q5. You are a college student trying to decide which Major to choose. Discuss all the decision making techniques and then pick one which you would use to help you decide on the Major. Expand on how would you apply it to make an informed and confident decision. **10**

Q6. Read the following case carefully and answer the questions that follow:

***Importance of feedback- Panel discussion***

*“Feedback becomes a gift of someone investing in the recipient’s career” says Cannon, a professor of leadership and organizational studies at Vanderbilt University, in Nashville.*

In order to facilitate the importance of feedback in organization Brian Callahan, CEO of ISM Consultancy Pvt. Ltd. organized a panel discussion on how to improve the feedback quality as most managers in the firm said that they dislike giving feedback and don’t think it’s as effective as it could be. Those on the receiving end said that they don’t get enough feedback they can actually use.

In the panel discussion, there were three members from Harvard Business School who specialized in communication and process of feedback. David Holmes started the discussion by saying “Business outcomes should be your starting place for giving feedback: You need to develop talent, boost sales, improve service. When feedback is framed as a means to reach a specific business goal, it becomes an opportunity to solve a problem rather than criticize. This opportunity is not geared only to the manager. When feedback is focused on the employee’s development, that makes it a lot more helpful.”

Glenn Quinn added further “Feedback works best when it’s a continual process rather than a formal session once or twice a year. Practice giving feedback often; soon it will become a habit. Praise good performance right away. When negative feedback is required, talk with the employee within 24 hours.”

Arthur Parker elaborated on the aspect that meaning of feedback changes with respect to different generations. “If you’re a Baby Boomer (born between 1945 and the early 1960s), consider what you expect from a “feedback session” with your boss. In all likelihood, the purpose of this exchange is to assess your performance, to render a judgment on it. Like most Boomers, you love to win, so you hope to receive some kind of prize—a raise, a promotion, or at the very least, praise for your accomplishments and hard work. Even so, it’s still not a process you want to go through on a daily, weekly, or even monthly basis. Once or twice a year is plenty.

If you’re a member of Generation X (between the ages of 30 and about 46), the meaning of feedback is similar—it’s about assessment and judgment. But the hoped-for outcomes are a bit different. More money or a better title would be great, but so would a longer leash—more freedom to operate in your own way.

But for Generation Y, feedback means something very different. Gen Y learn through personal interactions. They are accustomed to asking friends and family for suggestions, coaching, or factual input as they go along. Rather than being linear learners—who learn, then go off and do—Ys are “on demand” learners. They start a task, need additional information, seek it out, then move on. This cycle repeats multiple times every day.

So, when a Gen Y says, “I’d like more feedback,” she is almost always expressing a desire to learn more. She’s not in the assessment/ judgment mode, with its requisite prizes or demerits. Instead, she hopes you’ll share ideas, input, suggestions, or coaching. She doesn’t want you to judge her, but rather to teach her.”

Adding to Arthur’s point, Glenn added that the nature of questions in order to maximize the output from feedback process should involve the perspective of all the parties involved in the scenario. According to her, questions should be arranged in such a manner which encourages a thinking procedure in the mind of receiver, examples include How do you see the situation? How might you do things differently next time? and What do you think worked, and what could have gone better?

Questions like these establish a supportive atmosphere in which the employee can explore alternative approaches that might produce better results. The more an individual thinks about improving her performance.

On the basis of your understanding of the case, answer the following questions. **8**

Q A What is the importance of feedback in making communication process successful?

Q B Why is there a difference in opinions about feedback among people belonging to different generations?

Q C How to handle negative feedback? Discuss by combining this case and the case “Is Emotional intelligence beneficial in organization”.

Q D How to assess non-verbal communication while receiving feedback?

Q7. What do you understand by BATNA, WATNA and ZOPA with reference to negotiation?

