



QP CODE: 26802200



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Reg No :

Name :

MBA DEGREE EXAMINATION, MAY 2026

Fourth Semester

MASTER OF BUSINESS ADMINISTRATION

ELECTIVE - 24MB04FE28 - COUNSELING SKILLS FOR MANAGERS

2024 ADMISSION ONWARDS

E7EC1439

Time: 3 Hours

Maximum Marks: 60

Part A

*Answer any **five** questions. Each question carries **2** marks.*

1. Explain psychodynamic approach in brief.
2. Differentiate between echoing and keyword repetition in counseling.
3. Identify the key components of a counseling contract.
4. State the purpose of using group assessment techniques.
5. Name one mental health issue that insight-oriented therapy commonly addresses.
6. Explain in brief systematic desensitization.
7. List ways counseling improves team effectiveness.

(5×2 = 10 Marks)

Part B

*Answer any **five** questions. Each question carries **6** marks.*

8. Trace the emergence and growth of counseling services in organizations
9. Explain the strategies used by counselors to establish rapport at the beginning of a counseling relationship.
10. Analyse the key competencies counselors require to maintain a supportive and professional relationship with clients.
11. Discuss the role of self-awareness in the effectiveness of insight-oriented therapy.
12. Examine the role of counseling in managing conflicts during industrial unrest.
13. Evaluate the role of counseling in employee welfare.
14. Discuss the organizational applications of counseling.





(5×6 = 30 Marks)

Part C

*Answer any **two** questions. Each question carries **10** marks.*

Question number 17 is compulsory .

15. Examine the main counselling approaches used in contemporary practice and assess their theoretical foundations, techniques, and effectiveness for addressing various client issues. Examine the major approaches to counselling and assess their theoretical foundations, key techniques, and appropriateness for dealing with different types of client issues.
16. An employee has been repeatedly missing deadlines and has become increasingly irritable with colleagues. Informal inquiry reveals they are struggling with work-life balance and personal stress at home. As a counselor, how would you assess the problem and identify the factors contributing to these behavioral changes? Describe the techniques used by the counsellor to assess the client's problems and identify the factors contributing to behavioural changes.

Compulsory Question

17. You are an HR counsellor in a manufacturing organization and a senior machine operator who has been working in the company for 15 years recently received a warning letter due to repeated production errors. After this incident, the employee has become withdrawn, anxious about job security, and reluctant to interact with supervisors or colleagues. His productivity has also declined. Describe the step-by-step counselling process you would undertake within the organizational context, beginning from your initial meeting with the employee and continuing through the subsequent stages of workplace counselling, intervention, and follow-up support.

(2×10 = 20 Marks)

