

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER- III EXAMINATION – WINTER 2019****Subject Code: 3539234****Date: 06-12-2019****Subject Name: Counselling Skills for Managers****Time: 10:30 AM TO 1.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. No.	Question Text and Description	Marks
Q.1	Write a short note: <ul style="list-style-type: none">• Empathy• Feedback• Mentoring.• Dual Relationship• Workplace counselling• Nonverbal communication• Performance counselling	14
Q.2	(a) Importance of counselling has increased in recent times. Validate the same by underpinning the goals of counselling and in short also brief the process of counselling.	07
	(b) What is importance of Zohari Window in Counselling skills. Briefly mention the qualities needed by counsellor.	07
	OR	
	(b) Organization survival depends on change adoption which is very difficult process. Validate the statement with respect to challenges faced by counsellor and ways so that process can be smoothen.	07
Q.3	(a) Performance management is an important aspect of human resource valuation. Detail the process of performance management system enlisting its components in detail and detail the various errors which are made in performance management system.	07
	(b) Ethics play an important role in the life of counsellor. Discuss in detail the ethical and legal responsibilities of counselor's	07
	OR	
Q.3	(a) Career counsellor has taken a new dimension of HR function. Brief the role of career and guidance counsellor.	07
	(b) Transactional Analysis is a valuable tool for personality assessment. Explain transactional analysis and detail how the same can be used for counselling.	07
Q.4	(a) Explain Midlife Blues. Detail the various issues relating to it and what actions can be taken to resolve the same.	07

- (b) Aggressive employees in terms of temperament are more of liability for an organization rather than asset. Explain various techniques of anger management which can be employed by the organization. 07
- OR**
- Q.4** (a) Human resource planning acts a milestone for recruitment and selection. Suggest ways by which counselling can be employed in the effectiveness of same and suggest area of HR function wherein counselling can be used. 07
- (b) Effective grievance resolution plays an important role in building sound industrial relation. Detail the various factors leading to grievance in organization and detail the role of counselling in grievance management. 07
- Q.5** (a). **The Power of Nonverbal Communication**

Soon after I graduated from engineering college, I accepted a position with the Sundaram Foundry, a medium-sized firm located in a small town in Tamil Nadu. It was a good position, since I was the assistant to Mr. Vishwanath, the General Manager and president of this family owned company. Although there were many technical problems, the work was extremely interesting and I soon learnt all about the foundry business. The foundry workers were mostly older men and were a closely knit team. Many of them were related and had been in the foundry for several years. Therefore, they felt that they knew the business in and out and that a technical education had no value. In fact, Mr. Vishwanath had mentioned to me even at the time of my joining, that I was the only engineer ever to be employed in the foundry. He also let me know that the foundry workers, although a good group, were very clannish, since they had been working together for several years. Therefore, it would probably take them some time to accept me. I introduced myself to the group of foundry workers, a few days after my joining. As I went around in turn, I felt them eyeing me coldly. As I went down the main aisle of the foundry, I heard them talking to each other in low voices and laughing. I found their behavior to be very childish and felt that it was best to ignore these signs of hostility. I thought that if I ignored them, they would automatically stop these antics. A few weeks after this incident, I happened to visit the enamel shop. As I entered, I noticed a worker cleaning the floor with a hose, from which water flowed at high pressure. I was aware that it was the practice to clean the shop at least once a week. I turned my back on the worker and was busy near a dipping tank, when I suddenly felt the force of a stream of water hitting me. I was almost knocked down by the pressure and slipped on the wet floor. When I turned around, the worker looked away in the other direction, as if he had not noticed this happening. However, I was pretty sure that he had intentionally turned the hose on me.

- (a). What message did the foundry workers and the new engineer convey to

- each other through their non-verbal behavior
- (b) Mr. Vishwanath, the General Manager and President, was not often present at the foundry. What could this non-verbal behavior mean to the workers and the new engineer? **07**

OR

- Q.5** (a) How could the engineer, the foundry workers and Mr. Vishwanath be more effective, both verbally and nonverbally **07**
- (b). What do you suggest that the engineer should do, after the hosing incident
