

END SEMESTER EXAMINATION, MAY - 2026**B. B. A. Semester - VI****Subject Name: Counselling Skills of Managers****Subject Code: BBAH303****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.**

- Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All.** (10x2 = 20 Marks) **CO**
- a. Explain the role of counselling in improving employee performance and workplace relationships. 1
 - b. Identify the characteristics of an effective counselling relationship. 1
 - c. Differentiate between counselling and mentoring. 1
 - d. State the role of counselors in improving employee performance. 1
 - e. Explain the importance of coaching in workplace development. 1
 - f. Identify the workplace factors that can reduce employee productivity. 2
 - g. State the relationship between stress management and employee productivity. 2
 - h. Explain the importance of emotional well-being in organizations. 2
 - i. Identify the indicators of work overload among employees. 2
 - j. Explain how workplace counseling can reduce employee stress. 2
- Q.2 SHORT ANSWER QUESTIONS – Attempt any Five.** (5x4 = 20 Marks) **CO**
- a. Explain the importance of opening a counseling session in an effective manner. 3
 - b. Differentiate between problem identification and problem exploration in the counseling process. 3
 - c. Explain the importance of follow-up in maintaining a counseling relationship. 3
 - d. Explain how managers can assess clients' problems during counseling sessions. 3
 - e. Explain the role of counselor attitudes in the success of a counseling session. 4
 - f. Differentiate between counselling strategies and counselling interventions. 4
 - g. Explain how reference groups can influence employee behavior and workplace decisions. 4
- Q.3 STRUCTURED QUESTIONS – Attempt any Three.** (3x10 = 30 Marks) **CO**
- a. Employees often hesitate to share personal or professional problems with managers because they fear judgment or negative consequences. As a manager, explain how you would create a counseling environment where employees feel safe, respected, and comfortable sharing their concerns. 4
 - b. Workplace conflicts often arise because employees interpret situations differently and are influenced by peers, supervisors, and informal groups. Explain how communication strategies, reference groups, and counseling interventions can help managers resolve such issues. 4
 - c. A manager is counseling an employee who is facing workplace harassment but does not want the issue to be formally reported. Explain the ethical and professional responsibilities of the manager in handling such a situation. 5
 - d. During a counseling session, a manager realizes that an employee is becoming emotionally dependent on the counseling relationship and frequently seeks personal advice unrelated to work. Explain why professional boundaries are important in counseling and how managers should maintain them. 5
- Q.4 CASE ANALYSIS/ SITUATION BASED – Attempt any Two.** (2x15 = 30 Marks) **CO**
- a. A newly promoted employee is struggling to manage a team. He avoids difficult conversations, hesitates to give feedback, and finds it difficult to handle conflicts among team members. As a result, team morale and productivity are declining. 5
As his manager, explain how you would counsel him. In your answer, discuss communication skills, confidence building, problem-solving, empathy, and counselling strategies.
 - b. An employee has informed her manager that she is experiencing severe stress because of family responsibilities, financial pressure, and increasing workload. She requests flexibility and emotional support but does not want other team members to know about her situation. 6
As her manager, explain how you would handle the situation ethically and professionally.
 - c. During a counselling session, an employee reveals that she is being harassed by a senior colleague but requests the manager not to disclose the matter to anyone. The manager is concerned about the employee's safety as well as the legal and ethical responsibilities of the organization. 6
Explain how the manager should handle the situation. In your answer, discuss confidentiality, ethical principles, professional boundaries, and the need for appropriate action.
