



UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2019

Program: MBA Core (for HR)

Subject (Course): Counseling Skills for Managers

Semester – II

Max. Marks : 100

Duration : 3 Hrs

No. of page/s:

Section - A

Section – A (10 x 3=30 Marks) (attempt any 3)

1. Explain Piaget theory of Personality.	(CO1)
2. Explain Hidden/Ulterior transaction with a suitable example	(CO2)
3. What is Eclectic/ Cooperative Counseling?	(CO1)
4. Differentiate between Directive & Non-Directive counseling using suitable example.	(CO4)

Section – B (2x15=30 Marks)

Note – Attempt any 2 questions. Each question carries 15 marks.

1. Explain the process of counseling in detail. (CO2)
2. An employee of yours has joined the office after a long medical leave. He is dull mentally and not able to cope up with the work. If you are required to counsel him, what all will you do; (CO3) a. Pre counseling b. During counseling c. Post counseling
3. What are Ethics in Counseling? Why is it important to have professional ethics as a counselor? (CO1)

Section – C (40 Marks)- Case Study

**When personal issues affect employee performance:
An Employee Relations case study**

Karen Smith has been employed in your department for six years. During her tenure she has been a valuable employee, although during the past two years you've observed a drop

in her work performance due to tardiness and absenteeism. The whole department is aware that Karen is facing many problems at home, and her co-workers have covered for her and even completed work for her when necessary, but they are beginning to complain.

Although you had hoped that Karen's issues would improve and she would return to being the dependable employee you once knew, you must confront her about the work piling up.

When you meet with her the next morning and begin the discussion of her work performance, she starts to cry and tells you her husband has been abusive, her son is taking drugs, and she's been battling alcoholism and depression. You try to help her talk through these issues. You suggest that she visit the Employee Assistance Program and see her physician, and by the end of the meeting, she seems better. She leaves your office and starts a one-week vacation that you've just granted so she can begin to deal with these issues.

You feel she is taking steps to improve her situation. You realize that you never really did discuss her work performance, but you're confident that she'll be fine once she takes your advice.

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| <ul style="list-style-type: none">• What did this supervisor do right?• What could this supervisor have done better? | (CO2) |
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Roll No: -----



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Section -A

Section – A (10 x 3=30 Marks) (attempt any 3)

1. Explain Bandura's theory of Personality.	(CO1)
2. Explain parallel transaction with a suitable example	(CO3)
3. What is Eclectic/ Cooperative Counseling?	(CO1)
4. Differentiate between Directive & Non-Directive counseling using suitable example. (CO4)	

Section – B (2x15=30 Marks)

Note – Attempt any 2 questions. Each question carries 15 marks.

4. How does understanding of counseling help you become a better counselor? Explain using examples. (CO1)
5. An employee of yours has had a serious physical fight with a senior coworker at the office. He is extremely angry and has offered his resignation to you. If you are required to counsel him, what all will you do; (CO2) a. Pre counseling b. During counseling c. Post counseling
6. What are Ethics in Counseling? Explain any 2 areas where ethics are followed. (CO1)

Section – C (40 Marks)- Case Study

After years at home, Joyce Foyle, aged 52, wanted to return to work following the death of her husband. Joyce saw a job advertised in a supermarket, so she decided to apply.

The Interview

“Just one man interviewed me – I’ll refer to him as Mr Andrews, although that wasn’t his real name. At the time, I didn’t really think about Mr Andrews’ attitude to me – I was too keen on getting the job. But when I think back, I realise he was being too familiar.

“I mean, he wasn’t very professional. The way he stared at me during the interview, and talked about his recent divorce, was inappropriate.”

The First Week

“Anyway, I needed a job, and Mr Andrews offered it to me on the spot. So I took it.

“The following Monday, I started work at the supermarket, stacking shelves to begin with. The other workers seemed all right but they were fairly quiet on the whole. And when Mr Andrews, the supermarket manager, appeared, they kept themselves busy.

“Mr Andrews ignored the other workers, and kept chatting to me. He didn’t say anything about work, though. He just talked about this and that, and then started comparing me favourably to his ex-wife. I just smiled and nodded.

“After a few days of this, however, I began to feel really uncomfortable. Every time Mr Andrews came out to the shop from his office, he’d head straight for me and no one else. Then on the fourth day, he grabbed my arm and led me to the staff kitchen.

“We can have a better chat in here,’ he said, but we were on our own, and I didn’t like it. So I made an excuse that I had to use the Ladies, and after this went straight back to stacking the shelves.

Depression

“The following day, one of the other workers who was about the same age as me, took me to one side. She told me to be wary of Mr Andrews because he had a way of pestering any new female member of staff. ‘Tell him where to get off!’ was her advice.

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| <ol style="list-style-type: none">1. What are the issues involved in the case?2. How do you suggest to handle the issue? | (CO2) |
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