



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Integrated Master of Business Administration, 9th Semester
Subject Class: Functional_Elective
Subject Name: Counseling Skills for Managers
Subject Code: 2597165

With effective
from academic
year 2020-21

1. Learning Outcome:

- Providing an overview of the counselling processes and techniques.
- Creating a forum for practicing the basic counselling skills.
- Selecting the key areas and situations where management can and should help employees in performance planning and career advancement.
- Developing alternative approach to dealing with problem situations in organizations.
- Develop a deep understanding of the core and basis of counseling, including what it is, why it works, and how it is customized to individual needs

2. Course Duration: The course duration is of **36 sessions of 75 minutes** each.

3. Course Contents

| Module No. | Modules with its Contents/Chapters | No. of Sessions | Marks (out of 70) |
|------------|---|-----------------|-------------------|
| I | Introduction to Counseling: Meaning, Evolution, Need for workplace counseling, Approaches to counseling, goals of counseling, process of counseling | 9 | 17 |
| I | Fundamental Counseling Skills Client know how and establishing the need for counseling, Ways to Invite Communication and Build Relationship, application of T.A and Zohari for counseling, Non-Verbal and Verbal Communication, Listening Barrier, Counselor's Qualities, The Core Conditions of Counseling | 9 | 18 |
| III | Counseling Interventions in Organizations. Empathy , Listening and Responding , Effective, Feedback , Performance Counselling, Counselling in Problem Situations Interpersonal Conflicts• Midlife Blues , Integration and Action Plan. Pitfalls in Counseling Organizational application in case of change management, downsizing, managing diversity, team management, Counseling special groups | 9 | 17 |
| IV | Performance Management and Substance Abuse Components of Performance Management System, Setting Objectives, Support and Resources, Human Resource Planning, Appraisal, Performance Counseling, Pre-Disciplinary Action, Grievance Interview Managing anger: Role play on the different techniques of managing anger, Role & responsibilities of career and guidance counsellor: Brainstorming on the career & guidance counsellor Ethics in Counseling Need for Ethical Standards, Ethical Codes and | 9 | 18 |



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| | Guidelines → Rights of Clients, Dimensions of Confidentiality. Dual Relationships in Counselling Practices ,The Counsellor's Ethical and Legal Responsibilities , Ethical Issues in the Assessment Process | | |
| V | <p>Practical Application with reference to strategic Perspective</p> <p>The students will work towards identifying their own theoretical frameworks →</p> <p>Students will be expected to choose a particular area eg. Schools, Colleges, NGOs where they would like to work and will actually identify the areas for counselling and propose a suggested framework</p> <p>b. Students will write their own particular difficulties with the client, as well as their own issues of transference and other personal issues that get triggered off in relation to client's issues.</p> <p>3a. a case study</p> <p>3b. a paper that describes their own personal orientation to counselling</p> <p>Exercises Cases and Role Plays Related to Counseling</p> <p>Coaching and Counseling Activities</p> <p>Presentations of Real Life Cases</p> | --- | (30 marks CEC) |

4. Teaching Methods:

The course will use the following pedagogical tools:

- Selected cases covering major courses.
- Projects/Assignments/Quiz/Class Participation, etc.

5. Evaluation:

| | | |
|---|--|---------------------------------|
| A | Continuous Evaluation Component comprising of Projects / Assignments / Quiz / Class Participation / Class test/Presentation on specific topic etc. | (Internal Assessment- 50 Marks) |
| B | Viva | Internal Assessment-30 Marks) |
| C | End –Semester Examination | External Assessment-70 Marks |

6. Reference Books:

| Sr. No. | Author | Name of the Book | Publisher | Year of Publication |
|---------|----------------|--|----------------|---------------------|
| 1 | Kavita Singh | Counseling Skills for Managers | PHI | 2011 |
| 2 | Marianne Minor | Coaching and Counseling | Crisp Learning | 2004 |
| 3 | Young, M. E. | Learning the art of helping: Building blocks and techniques | Pearson | Latest |



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|---|--------------------------------|--|--------------------------------------|--------|
| 4 | Martin, D. | Counseling and therapy skills | Long Grove, IL: Waveland Press | Latest |
| 5 | Neukrug, E. S. | The world of the counselor: An introduction to the counseling profession | Cengage Learning | Latest |
| 6 | Meier, S. T. & Davis, S. R. | The elements of counseling | Brooks/Cole. | Latest |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers, etc.

1. British Journal of Guidance & Counseling
2. Journal of Workplace Learning
3. Learning & Instruction
4. Counseling & psychology Research
5. Counseling Psychology Quarterly.