

The Role of Managerial Skills in Premarital and Family Counseling to Manage and Integrate the New Generation Family

D. D. Bedia^{1*}, Vanchna Singh Parihar², Arunendra Pratap Singh³

¹Department of Business Management, Pt. Jawaharlal Nehru Institute of Business Management, Vikram University, Ujjain, Madhya Pradesh, India.

²Department of One Stop Centre, Department of Women and Child Development-Government of Madhya Pradesh, Indore, Madhya Pradesh, India.

³Department of Sociology, Akshat Mahavidyalay, Satna, Madhya Pradesh, India.
ddbedia@gmail.com¹, vanchnaweo@gmail.com², arunendrasingh25june@gmail.com³

Abstract: Rapid urbanization, globalization, technological advancement, changing gender roles, and altering value systems have transformed the family institution. These changes have created the “new generation family,” with nuclear structures, dual-income couples, increasing individualism, and changing marriage and familial expectations. These shifts increase autonomy and opportunity but can also lead to marital maladjustment, communication breakdowns, work–life imbalance, intergenerational conflicts, and emotional stress. Premarital and family counseling are crucial social mechanisms for family stability and integration. This study analyses how managerial abilities in premarital and family therapy help manage and integrate next-generation households. Planning, communication, leadership, decision-making, conflict resolution, emotional intelligence, and time management are becoming crucial abilities in organizations and in personal and family life. In counseling, these abilities help individuals and families understand difficulties, set realistic goals, manage roles and responsibilities, and develop adaptive coping strategies. The study examines how counselors facilitate and manage family dynamics using sociological and management perspectives. A descriptive study design was used to collect data from 300 respondents in the research area. The results demonstrate that managerial skill therapy improves marital adjustment, communication, conflict, and family integration. The study finds that management skill development in premarital and family counseling programs improves family resilience, social harmony, and the long-term stability of modern new generation families.

Keywords: Managerial Skills; Premarital Counseling; Family Counseling; New Generation Family; Family Integration; Conflict Management; Sociological Perspective; Technology Advancement.

Received on: 28/12/2024, **Revised on:** 17/02/2025, **Accepted on:** 18/05/2025, **Published on:** 03/01/2026

Journal Homepage: <https://www.fmdbpub.com/user/journals/details/FTSHS>

DOI: <https://doi.org/10.69888/FTSHS.2026.000626>

Cite as: D. D. Bedia, V. S. Parihar, and A. P. Singh, “The Role of Managerial Skills in Premarital and Family Counseling to Manage and Integrate New Generation Family,” *FMDB Transactions on Sustainable Humanities and Society*, vol. 3, no. 1, pp. 15–25, 2026.

Copyright © 2026 D. D. Bedia *et al.*, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

1. Introduction

*Corresponding author.

Family is one of the most fundamental social institutions, serving as the primary unit for socialization, emotional support, economic cooperation, and cultural transmission. Traditionally, Indian families were characterized by joint family systems, clearly defined gender roles, strong kinship ties, and collective decision-making. According to Parsons [7], the family performs essential functions such as socialization and stabilization of adult personalities, contributing to social equilibrium. However, the last few decades have witnessed profound changes in family structures and functioning due to modernization, industrialization, urban migration, education, and women's participation in the workforce [10]. These changes have led to the emergence of new generation families, predominantly nuclear in structure, individual-oriented in values, and dynamic in expectations [11]. However, rapid social transformation driven by modernization, industrialization, urbanization, education, globalization, and increased participation of women in the workforce has significantly altered family structures and functioning [12]. Contemporary families—often referred to as new-generation families—are largely nuclear, individual-oriented, and dynamic in their expectations.

While these families enjoy greater autonomy and flexibility, they also face rising marital conflicts, delayed marriages, increasing divorce rates, declining tolerance levels, and mental health challenges [13]. These issues often stem from inadequate preparation for marital roles, unrealistic expectations, poor communication, ineffective conflict management, and difficulties in balancing personal, professional, and familial responsibilities [14]. To understand and address these challenges, it is essential to examine the concepts of premarital counseling, family counseling, and managerial skills, and to explore their interrelationships in managing and integrating new-generation families [15]. New-generation families experience greater freedom and flexibility but also face unprecedented challenges. Rising marital conflicts, increasing divorce rates, delayed marriages, declining tolerance levels, and mental health issues indicate stress within family systems. Many of these problems stem from a lack of preparedness for marital roles, unrealistic expectations, poor communication, ineffective conflict management, and the inability to balance personal, professional, and familial responsibilities. For this study, researchers first need to understand premarital counseling, family counseling, and managerial skills.

1.1. Premarital Counselling

Premarital counseling is a structured and professional guidance process designed to prepare individuals and couples for marriage and long-term family life. It aims to help prospective partners understand each other's personalities, values, expectations, and life goals before entering a marital commitment. Premarital counseling addresses key areas such as communication patterns, emotional compatibility, financial planning, role expectations, conflict resolution, sexual adjustment, family relationships, and future responsibilities. From a sociological perspective, premarital counseling functions as a preventive social intervention that minimizes the risk of marital maladjustment and family breakdown. Counselors provide a safe environment for open discussion of sensitive issues, guide couples in identifying potential areas of conflict, and equip them with practical skills to manage differences constructively. According to Giddens [3], modern intimate relationships are increasingly based on emotional satisfaction and mutual understanding rather than traditional obligation, making conscious preparation for marriage crucial. In the context of modern or new generation families, premarital counseling has become increasingly important due to changing gender roles, dual-career lifestyles, and rising individual expectations. By fostering effective communication, emotional intelligence, and shared decision-making, premarital counseling strengthens marital preparedness and promotes family stability. Overall, premarital counseling helps couples build a strong foundation for marriage, contributing to healthy family relationships and social harmony.

1.2. Family Counseling

Family counseling is a professional, systematic intervention aimed at improving relationships, communication, and emotional well-being among family members. It focuses on understanding family dynamics, resolving conflicts, and strengthening emotional bonds by addressing problems collectively rather than individually. Family counseling views the family as an interconnected social unit in which the behavior, emotions, and decisions of one member influence the entire family system. The primary objective of family counseling is to help families manage interpersonal conflicts, role confusion, communication breakdowns, and emotional stress arising from social, economic, or psychological factors. Counselors facilitate open dialogue, encourage mutual understanding, and guide family members toward constructive problem-solving and shared decision-making. Common issues addressed include marital discord, parent-child conflicts, intergenerational tensions, work-life imbalance, and adjustment problems. Urie Bronfenbrenner emphasized that individuals develop within interconnected systems, with the family being the most influential microsystem [16]. In the context of rapid social change, family counseling helps new-generation families restore harmony and develop coping strategies essential to sustainable family functioning. From a sociological perspective, family counseling acts as a supportive social mechanism that promotes family stability and integration. In the context of new generation families facing rapid social change, family counseling plays a crucial role in restoring harmony and adaptability [17]. By developing communication skills, emotional intelligence, and conflict management strategies, family counseling empowers families to function effectively and maintain healthy relationships, thereby contributing to social cohesion and overall well-being [18].

1.3. Managerial Skills

Managerial skills refer to a set of abilities and competencies that enable individuals to plan, organize, lead, coordinate, and control activities effectively to achieve desired goals. Traditionally associated with organizational and administrative settings, managerial skills are increasingly recognized as essential for managing personal, professional, and social relationships. These skills include planning and goal setting, decision-making, communication, leadership, problem-solving, time management, emotional intelligence, and conflict resolution. According to Idowu [10], effective management is about making human strengths productive—an idea equally applicable within family systems. Planning skills involve identifying objectives and designing strategies to achieve them efficiently. Organizing skills focus on allocating resources, defining roles, and coordinating efforts [19]. Leadership skills emphasize guiding, motivating, and influencing others toward common goals. Controlling skills involve monitoring performance and making necessary adjustments to maintain balance and effectiveness. Together, these competencies help individuals manage responsibilities systematically and rationally. In the context of family and social life, managerial skills are crucial for managing relationships, resolving conflicts, and balancing multiple roles. They help individuals make informed decisions, communicate effectively, and adapt to changing circumstances [20]. From a sociological perspective, managerial skills contribute to stability and integration within families and communities. Thus, managerial skills are not limited to organizations but are vital life skills that support effective functioning and harmonious relationships in modern society.

1.4. New Generation Family

A new-generation family refers to a contemporary form of family organization that has emerged from rapid social, economic, and cultural transformations in modern society. Unlike traditional family systems—such as joint or extended families characterized by fixed gender roles, strong patriarchal authority, and collective decision-making—new generation families are largely nuclear in structure and emphasize individuality, emotional compatibility, and mutual respect. These families are influenced by factors such as urbanization, industrialization, higher education, globalization, technological advancement, and increased participation of women in the workforce. Dual-income spouses are typically characteristic of new-generation families, shared domestic responsibilities, and democratic decision-making. Gender roles are more flexible, and both partners actively participate in financial planning, child-rearing, and household management. Emotional satisfaction, personal growth, and work–life balance are given significant importance, and marital relationships are often based on companionship rather than traditional obligation, aligning with Beck’s [9] concept of individualization in modern societies.

However, the new generation family also faces distinct challenges. Reduced support from extended kin, increased work-related stress, changing expectations, and heightened individual aspirations often lead to communication gaps, role conflict, and marital tension. The emphasis on individual autonomy can sometimes weaken collective responsibility, making conflict management and emotional regulation more complex. From a sociological perspective, the new generation family represents an adaptive response to changing social realities. While it promotes equality, independence, and modernization, it also requires effective management of relationships and responsibilities. Therefore, structured interventions such as premarital counseling, family counseling, and the development of managerial skills are essential to ensure stability, integration, and harmony within new generation families. These support systems help families navigate change while maintaining emotional cohesion and social balance in modern society. The above explanation provides a brief overview of keywords as researchers study the role of managerial skills in premarital and family counseling to manage and integrate the new generation family. Therefore, researchers need to understand the correlation between these concepts.

1.5. Correlation among Managerial Skills, Premarital Counseling, and Family Counseling

Managerial skills, premarital counseling, and family counseling are closely interrelated and collectively contribute to the stability and integration of new generation families. Managerial skills such as planning, communication, decision-making, leadership, emotional intelligence, and conflict management form the operational foundation of both premarital and family counseling processes. These skills enable counselors and individuals to approach family issues in a structured, systematic, and goal-oriented manner. Premarital counseling primarily focuses on prevention. Managerial skills help prospective couples plan their future roles, financial responsibilities, career goals, and family expectations before marriage. Effective communication and decision-making skills help couples understand each other’s values and resolve potential areas of disagreement. Thus, premarital counseling strengthens marital preparedness by applying managerial principles early in the relationship. Family counseling, on the other hand, is corrective and supportive. When conflicts arise after marriage, managerial skills help families organize responsibilities, manage time and resources, and resolve disputes through structured conflict management techniques.

Leadership and emotional intelligence guide family members toward cooperation and mutual respect, while evaluation and feedback help maintain long-term harmony. The correlation among these three elements lies in their shared objective of strengthening family relationships and social integration. Managerial skills act as the connecting link that enhances the effectiveness of both premarital and family counseling. Together, they promote informed decision-making, emotional balance,

conflict resolution, and adaptability, ensuring the stability and sustainability of new-generation families in modern society. From the above explanation, researchers can understand that Premarital counselling has gained importance as a preventive strategy aimed at preparing individuals and couples for marital life. It helps couples understand each other's personalities, expectations, financial planning, role distribution, and conflict resolution styles before marriage. Similarly, family counseling focuses on resolving ongoing conflicts, improving communication, and restoring harmony among family members. Both forms of counseling aim to strengthen family integration and stability. In recent years, scholars and practitioners have emphasized the relevance of managerial skills in personal and family life.

Managerial skills, traditionally associated with organizational management, include planning, organizing, leading, coordinating, decision-making, and controlling. When applied to family systems, these skills help individuals manage time, roles, emotions, resources, and relationships effectively. Counselors who use managerial approaches act as facilitators, helping families identify problems, set goals, implement strategies, and systematically evaluate outcomes. From a sociological perspective, family counseling functions as a social institution that contributes to social order, stability, and integration. The application of managerial skills within counseling aligns with the need for rational, structured, and goal-oriented interventions in modern families. This research paper explores how managerial skills enhance the effectiveness of premarital and family counseling in managing the complexities of new-generation families. The study integrates sociological theories with management principles to analyze family dynamics and counseling practices. It aims to highlight the growing need for skill-based counseling frameworks that address contemporary family challenges and contribute to social well-being.

2. Review of Literature

2.1. Family Therapy in Clinical Practice

Bowen [1] said that family therapy in clinical practice is foundational to family systems theory, emphasizing that the family operates as an emotional unit rather than as isolated individuals. Bowen [1] argues that individual behavior and psychological problems cannot be understood independently of family relationships, as emotional interdependence strongly influences decision-making, communication, and conflict patterns. Central to his theory is the concept of self-differentiation, which refers to an individual's ability to maintain emotional balance while remaining connected to family members. Low differentiation often results in emotional fusion, anxiety, and dysfunctional family interactions. Bowen [1] also introduces key concepts, such as emotional triangles, multigenerational transmission, and family projection processes, that explain how unresolved emotional issues are passed down across generations. From a counseling perspective, Bowen's [1] approach highlights the importance of structured observation, rational thinking, and emotional regulation—skills closely aligned with managerial competencies such as planning, analytical decision-making, and conflict management. The relevance of Bowen [1] work to premarital and family counseling lies in its emphasis on systematically managing emotional processes. By applying Bowenian principles, counselors can help new generation families develop emotional maturity, reduce reactive behavior, and create stable, well-managed family systems capable of adapting to modern social challenges.

2.2. Theory and Practice of Counseling

Corey [2] introduces the theory and practice of counseling, providing a comprehensive overview of major counseling theories and their practical applications. Corey [2] emphasizes an integrative and flexible counseling approach, allowing practitioners to adapt techniques according to clients' needs, cultural backgrounds, and social contexts. He views counseling as a structured, goal-oriented process involving assessment, goal formulation, intervention, and evaluation—elements that closely resemble managerial planning and control functions. Corey [2] highlights the importance of counselor competencies, including communication skills, ethical decision-making, empathy, leadership, and professional responsibility. His work underscores that effective counseling requires not only theoretical knowledge but also practical skills to manage sessions, guide client behavior, and monitor progress. In the context of premarital and family counselling, Corey [2] framework supports the integration of managerial skills such as time management, problem-solving, and strategic planning. The relevance of Corey [2] work to new-generation families lies in its adaptability to changing social realities, including dual-career families, evolving gender roles, and intergenerational conflicts. By adopting Corey [2] integrative model, counselors can systematically manage family issues, promote informed decision-making, and enhance marital preparedness, thereby contributing to family stability and social integration.

2.3. The Transformation of Intimacy

Giddens [3] mentioned that the transformation of intimacy offers a sociological analysis of changing patterns of personal relationships in late modern societies. Giddens [3] introduces the concept of the "pure relationship," which is based on emotional satisfaction, mutual trust, and reflexive communication rather than traditional norms or economic dependence. He argues that modern intimate relationships are increasingly negotiated, fragile, and subject to continuous evaluation by

individuals. This transformation has significant implications for marriage and family life, particularly among new generation families. As traditional authority structures weaken, individuals must actively manage relationships through communication, emotional negotiation, and mutual decision-making. Giddens [3] work highlights the growing importance of reflexivity—the capacity to reflect upon and reorganize personal relationships—which aligns closely with managerial skills such as planning, evaluation, and adaptive decision-making. From a counseling perspective, Giddens [3] analysis supports the need for premarital counseling that prepares couples for relational management rather than mere role acceptance. His work underscores how counseling interventions can equip individuals with skills to navigate intimacy, manage expectations, and sustain relationships in a rapidly changing social environment. Thus, Giddens [3] provides a strong sociological foundation for integrating managerial approaches into family counseling practices.

2.4. Organizational Behavior

Robbins and Judge [4] explored that organizational behavior focuses on understanding individual and group behavior within organizations, emphasizing motivation, leadership, communication, conflict management, and emotional intelligence. Although primarily rooted in management studies, Robbins' concepts are highly applicable to family systems, which function as small social organizations with roles, norms, and power structures. Robbins and Judge [4] highlight that effective leadership and communication are essential for maintaining cooperation and reducing conflict in any group setting. These principles can be directly applied to premarital and family counseling, where couples and family members must learn to coordinate roles, manage resources, and resolve disagreements constructively. His work on emotional intelligence is particularly relevant, as emotional awareness and regulation are critical for marital adjustment and family harmony. The application of organizational behavior theories to family counseling supports the argument that managerial skills are transferable to personal life. Robbins' framework provides counselors with practical tools to guide families in improving interpersonal relationships, decision-making, and conflict resolution. This interdisciplinary approach strengthens counseling effectiveness in managing new-generation families.

2.5. Peoplemaking

Satir [5] says that people-making is a seminal work in humanistic family therapy, emphasizing self-esteem, communication, and emotional expression within families. Satir [5] viewed the family as the primary context for human development, in which patterns of interaction significantly shape individual identity and emotional well-being. She identified dysfunctional communication patterns such as blaming, placating, and withdrawing as major sources of family conflict. Satir [5] advocated open, congruent communication and emotional honesty as essential to healthy family functioning. Her approach aligns with managerial communication and leadership skills, as effective family management requires clarity, empathy, and mutual respect. In premarital counseling, Satir's [5] concepts help couples recognize unhealthy interaction patterns and develop constructive communication strategies before marriage. Satir [5] work is especially relevant to new-generation families experiencing emotional stress due to rapid social change. By focusing on empowerment and personal growth, her model complements managerial approaches that emphasize skill development and proactive problem-solving. Thus, Peoplemaking provides valuable insights for integrating emotional intelligence and communication skills into counseling practices.

2.6. The Family

Goode [6] denotes that the family offers a sociological analysis of family structures, functions, and changes across societies. Goode [6] examines how industrialization and modernization transform family roles, authority patterns, and marital relationships. He highlights the shift from traditional, extended-family systems to nuclear and companion-based families. Goode [6] argues that role conflict and role strain increase as individuals juggle multiple responsibilities within and outside the family. This insight is particularly relevant to new generation families facing work–life imbalance and changing gender roles. His work emphasizes the need for adaptive mechanisms to manage family stress and maintain integration. From a counseling perspective, Goode [6] analysis supports the application of managerial skills such as role clarification, planning, and resource management. Counseling interventions can help families redefine roles and expectations in response to social change. Thus, Goode [6] work provides a strong sociological justification for structured, skill-based counseling approaches.

2.7. The Social System

Parsons [7] stated that the social system is viewed from a functionalist perspective, including the family. Parsons [7] viewed the family as essential for socialization, emotional support, and stabilization of adult personalities. He emphasized role differentiation and value consensus as key elements of social order. According to Parsons [7], the effective functioning of the family contributes to social stability. When family roles are unclear or poorly managed, dysfunction arises. This theoretical perspective aligns with the managerial approach to family counseling, which focuses on role clarity, coordination, and system maintenance. Parsons [7] framework supports the idea that premarital counseling helps individuals understand marital roles

and responsibilities, while family counseling restores balance within the family system. Despite criticism for its conservative stance on gender roles, Parsons [7] theory remains relevant in understanding how structured role management contributes to family integration and social harmony.

2.8. Families and Family Therapy

Minuchin [8] found that families and family therapy introduce structural family therapy, which focuses on family organization, boundaries, and power relations. Minuchin [8] argued that family dysfunction arises from unclear boundaries and rigid or chaotic structures. His therapeutic approach involves actively restructuring family interactions to promote healthier patterns of interaction. Minuchin [8] emphasizes structure and organization that closely parallels managerial principles of organizing and controlling. Counselors act as facilitators who reorganize family systems to improve communication and the distribution of authority. In premarital and family counseling, this approach helps families manage transitions such as marriage, parenthood, and generational change. The relevance of Minuchin [8] work to new-generation families lies in its practical focus on systemic change rather than on individual pathology. By applying structural principles, counselors can guide families toward effective management, integration, and long-term stability.

3. Related Sociological and Management Theories

3.1. Structural Functionalism Theory

Structural Functionalism explains the family as a key social institution that maintains social order through clearly defined roles and functions. In relation to this research, premarital and family counseling act as social mechanisms that restore balance when new generation families face role confusion, marital stress, or value conflicts. By using managerial skills such as planning and role clarification, counseling helps families re-establish equilibrium and perform their social functions effectively. Thus, counseling contributes not only to family stability but also to wider social integration and social stability in modern society.

3.2. Feminist Theory

Feminist theory focuses on gender inequality, power relations, and patriarchal norms within family structures. In this research, counseling plays a crucial role in promoting gender equality and shared decision-making among new-generation families. Premarital and family counseling that incorporates managerial skills encourages equal participation by men and women in planning, leadership, and responsibility sharing. This approach challenges traditional gender roles, empowers women, and supports democratic family management, leading to healthier relationships and more integrated family systems.

3.3. Conflict Theory

Conflict theory views the family as a space where power struggles arise due to unequal distribution of authority, resources, and responsibilities. This research applies conflict theory to understand marital and family disputes in new generation families. Managerial skill-based counseling helps identify sources of conflict, such as financial control, decision-making dominance, and role overload. Through structured negotiation and conflict management strategies, counseling reduces power imbalances and promotes cooperation, thereby improving family harmony and long-term integration.

3.4. Symbolic Interactionism

Symbolic Interactionism emphasizes daily interactions, communication, and shared meanings within family life. In relation to this study, counseling focuses on improving communication skills, emotional expression, and mutual understanding among family members. Premarital counseling helps couples clarify expectations and the meanings they attach to marriage, while family counseling addresses misunderstandings arising from poor interaction patterns. By applying managerial communication and interpersonal skills, counseling reshapes family interactions and strengthens emotional bonds in new-generation families.

3.5. Family Systems Theory

Family Systems Theory views the family as an interconnected system in which the behavior of one member affects the entire family. In this research, counseling is seen as a coordinated management process that addresses family problems holistically rather than individually. Managerial skills help counselors assess family dynamics, restructure roles, and manage transitions such as marriage or parenthood. This systematic approach enhances adaptability, stability, and the integration of new-generation families.

3.6. Management Theory (Planning–Organizing–Leading–Controlling)

Management theory provides a practical framework for this research by applying planning, organizing, leading, and controlling functions to counseling practices. Premarital and family counseling use planning to set goals, organizing to define roles, leading to guide communication and motivation, and controlling to evaluate progress. This structured managerial approach increases counseling effectiveness, helps families manage responsibilities efficiently, and supports the sustainable integration of new-generation families.

4. Research Objectives

- To examine the role of managerial skills in premarital counseling for marital preparedness.
- To analyze the effectiveness of managerial skills in family counseling for conflict management.
- To study the contribution of managerial skill-based counseling in integrating new generation families.

5. Research Methodology

The study employs a descriptive-analytical research design. Both primary and secondary data were used. Primary data were collected through structured questionnaires and interviews. Secondary data were sourced from books, journals, government reports, and previous studies:

- **Research Area:** The research was conducted in urban and semi-urban areas of Madhya Pradesh, representing new-generation family settings.
- **Sample Size:** The total sample size was 300 respondents, including married couples, individuals undergoing counseling, and counselors.

5.1. Data Table and Analysis

The finding that 82% of respondents perceived managerial skill-based premarital counseling as effective in improving marital readiness can be explained sociologically by viewing marriage as a socially regulated institution rather than a purely personal relationship (Table 1).

Table 1: Role of managerial skills in premarital counseling

Response	Percentage
Highly Effective	52%
Effective	30%
Neutral	10%
Ineffective	8%

From a functionalist perspective (Parsons), premarital counseling strengthens role clarity, value consensus, and normative expectations, all of which are essential to family stability (Figure 1).

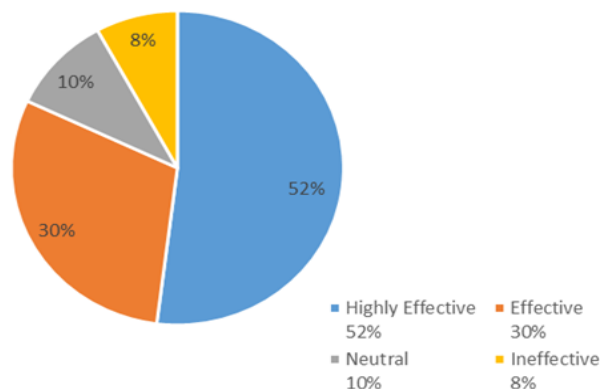


Figure 1: Role of managerial skills in premarital counseling

Managerial skills such as planning, communication, and decision-making help individuals internalize socially approved marital roles and responsibilities. In the context of new-generation families marked by individualism and role flexibility Giddens [3], skill-based counseling equips couples to manage expectations rationally, thereby reducing uncertainty and promoting social integration and marital preparedness (Table 2).

Table 2: Managerial skills in family counseling

Aspect	Yes (%)
Improved Communication	78%
Conflict Reduction	72%
Better Decision-Making	69%

The data Table and chart indicating that managerial skills significantly enhance communication and conflict resolution in family counseling can be understood sociologically by viewing the family as an interactive social system (Figure 2).

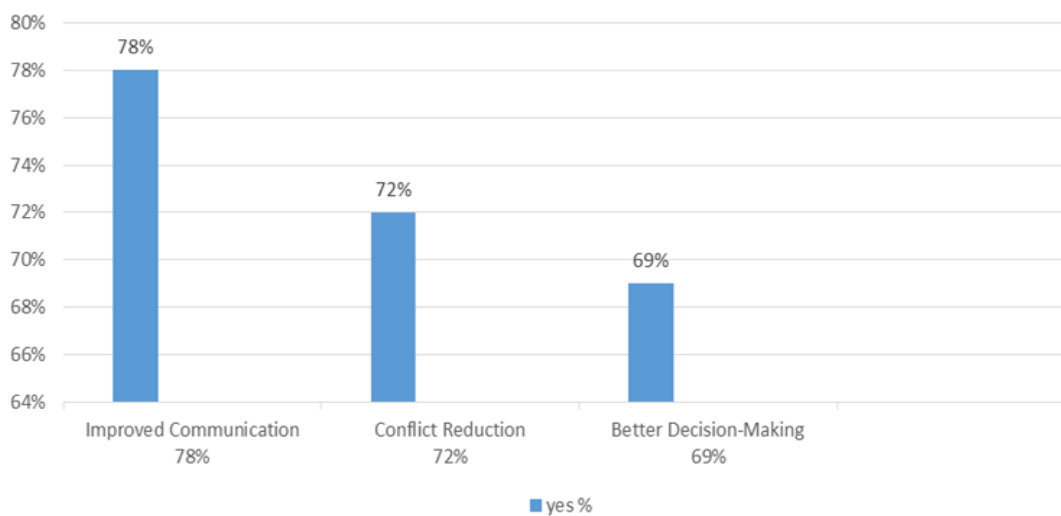


Figure 2: Managerial skills in family counseling

From a systems perspective (Bronfenbrenner), effective communication regulates interactions among family members, while conflict resolution restores balance within the system. Managerial skills such as structured communication, rational decision-making, emotional regulation, and problem-solving help families redefine roles and negotiate power relationships constructively. In new generation families characterized by individualism and weakened kin support, these skills promote cooperation and consensus. Thus, the empirical data reflect how managerial approaches strengthen family integration, reduce dysfunction, and contribute to social stability and cohesion.

Table 3: Family integration outcomes

Outcome	Percentage
Strong Integration	60%
Moderate Integration	28%
Poor Integration	12%

The data in Table 3 and the chart showing that counseling incorporating managerial skills contributes positively to family integration can be explained sociologically by understanding family integration as a process of coordination, role adjustment, and shared norms. From a functionalist perspective (Parsons), managerial skills such as planning, organizing roles, effective communication, and conflict control help families maintain equilibrium and perform their social functions efficiently (Figure 3).

The data reflect that structured counseling enables family members to align individual goals with collective family interests. In the context of new-generation families marked by role flexibility and individualism, managerially based counseling strengthens cooperation, mutual understanding, and emotional cohesion, thereby enhancing family integration and reinforcing social order.

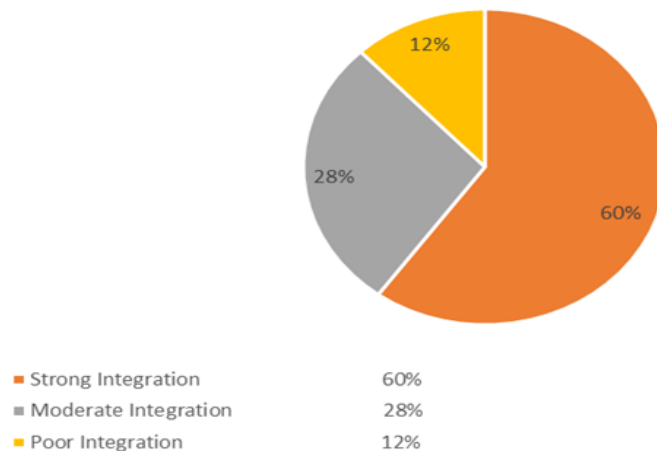


Figure 3: Family integration outcomes

5.2. Suggestions and Policy Recommendations

The paper highlights the growing need for systematic, skill-based interventions to address the complexities of modern family life. Based on the study’s findings, the following policy recommendations are proposed and can be highly effective and useful for both society and government in strengthening family stability and social integration.

Managerial Skill Training Should be Included in Counselor Education Programs: Counselors working with new-generation families require competencies beyond psychological insight, including planning, leadership, communication, conflict management, and decision-making. Incorporating managerial skill modules into counseling and social work curricula will enhance counselors’ professional effectiveness. Such training will enable counselors to manage family issues in a structured manner, design goal-oriented interventions, and systematically monitor outcomes, thereby improving the quality and impact of counseling services.

Premarital Counseling Should be Made Accessible at the Community and Institutional Levels: Many marital problems arise from a lack of preparation, unrealistic expectations, and poor communication before marriage. Government and non-government institutions, educational establishments, religious organizations, and community centers should offer premarital counseling programs at minimal or no cost. Making these services easily accessible will help young couples develop essential life and managerial skills, such as financial planning, time management, and conflict resolution, which are crucial for sustaining a stable family life.

Government Family Welfare Programs Should Integrate Structured Counseling Models: Existing schemes related to women’s welfare, child development, and family well-being should incorporate counseling frameworks grounded in managerial principles. Structured counseling models can ensure consistency, accountability, and effectiveness in service delivery. By institutionalizing counseling within welfare policies, the government can proactively address family conflicts, reduce domestic violence, and strengthen social cohesion, thereby reducing the burden on legal and healthcare systems.

Awareness Campaigns Should Promote Counseling as a Preventive Social Measure Rather Than a Crisis Response: In many societies, counseling is still associated with failure or stigma. Public awareness programs through mass media, educational institutions, and community outreach should emphasize counseling as a positive, preventive, and empowering process. Highlighting the role of managerial skills in counseling can further normalize its use as a tool for personal growth, relationship management, and family integration.

Workplace Policies Should Support Work-Life: Life balance to Reduce Family Stress. Work-related stress significantly affects family relationships in new-generation families. Government and private organizations should adopt family-friendly workplace policies such as flexible working hours, parental leave, and employee counseling services. These measures help individuals manage professional and family responsibilities more effectively, reducing marital strain and enhancing overall family well-being.

Standardization of Counseling Curricula with Managerial Frameworks: National-level guidelines should be developed to standardize premarital and family counseling programs. Incorporating managerial models will ensure uniform quality, accountability, and effectiveness across counseling institutions.

Mandatory Premarital Orientation Programs in Educational Institutions: Colleges and universities should introduce short-term premarital and life-skill training programs focusing on communication, emotional intelligence, and managerial skills. Early exposure can enhance marital preparedness and responsible family formation.

Strengthening Local-Level Counseling Infrastructure: Local self-governments and municipal bodies should establish family counseling centers staffed with trained professionals. Decentralized access will ensure timely intervention and community-level family support.

Promotion of Counseling as a Preventive Social Mechanism: Public awareness campaigns should reframe counseling as a positive and preventive measure rather than a crisis response. Mass media, digital platforms, and community outreach programs can help reduce stigma and encourage early participation.

Use of Digital Platforms for Counseling and Skill Development: Online counseling services, mobile applications, and virtual workshops can expand access to premarital and family counseling, especially for working couples and urban populations. Digital platforms can also provide self-learning modules on managerial and life skills.

Incorporation of Managerial Skills into Family Life Education Programs: Family life education programs should include training in time management, financial planning, role negotiation, stress management, and decision-making to strengthen family functioning.

Special Counseling Programs for Dual-Career Couples: Dual-income families face unique challenges related to time management, role conflict, and emotional stress. Tailored counseling programs focusing on managerial skills can help such couples maintain balance and integration.

Capacity-Building Programs for Community Leaders and NGOs: Community leaders, social workers, and non-governmental organizations should be trained in basic counseling and managerial skills. This will strengthen grassroots-level support systems and promote early conflict resolution.

Encouragement of Interdisciplinary Research and Policy Evaluation: Further interdisciplinary research combining sociology, management, psychology, and social work should be encouraged to evaluate the long-term impact of skill-based managerial counseling. Evidence-based policy formulation will ensure sustainable family welfare strategies. Implementing these recommendations can significantly strengthen family systems, promote social stability, and support sustainable development. By integrating managerial skills into counseling practices and policy frameworks, society and government can proactively address emerging family challenges in a rapidly changing social environment.

6. Conclusion

This study found that managerial skills transform premarital and family counselling, especially for new-generation families. Rapid societal change, rising aspirations, dual-career pressures, changing gender roles, and dwindling support systems define modern families. These variables have complicated marriage and family interactions, rendering conventional counselling ineffective without structured and skill-based frameworks. The study shows that preparation, good communication, leadership, decision-making, emotional intelligence, and conflict management help families stabilise and integrate. When counselling approaches combine these abilities, individuals and families can better grasp roles and responsibilities, manage expectations, and respond constructively to obstacles. Management-based premarital counseling helps couples plan finances, careers, and family responsibilities, reducing future problems. Management-based family counseling helps families resolve issues, improve communication, and work together. Counsellors are trained managers who examine family dynamics, devise intervention techniques, and evaluate progress. This system improves accountability for counseling and long-term effectiveness. The study emphasizes that skill-based management counseling goes beyond conflict resolution. It gives people lasting skills to manage relationships, balance work and family, and adjust to social and economic changes. Strong, well-managed families promote societal order, emotional well-being, and communal stability. Finally, managerial skill-based premarital and family counseling is an important sociological intervention in modern culture. Such counseling fosters societal peace, reduces family stress, and helps sustainable social development by strengthening families at the micro level.

Acknowledgments: N/A

Data Availability Statement: The dataset utilized in this research is not publicly available but can be obtained from the corresponding author upon reasonable request, subject to necessary permissions and ethical considerations.

Funding Statement: The authors confirm that no external funding or financial assistance was received for the preparation and completion of this manuscript and the associated research work.

Conflicts of Interest Statement: All authors declare that there are no conflicts of interest, financial or otherwise, that could have influenced the outcomes or interpretation of this study.

Ethics and Consent Statement: The authors affirm that this research was conducted in accordance with established ethical standards and that informed consent was obtained from all participants before their participation.

References

1. M. Bowen, "Family Therapy in Clinical Practice," *Bloomsbury Publishing*, London, United Kingdom, 1993.
2. G. Corey, "Theory and Practice of Counseling and Psychotherapy," *Brooks/Cole Cengage Learning*, Boston, Massachusetts, United States of America, 2013.
3. A. Giddens, "The Transformation of Intimacy: Sexuality, love and eroticism in modern societies," *John Wiley & Sons*, New Jersey, United States of America, 2013.
4. S. P. Robbins and T. Judge, "Organizational behavior," *Pearson South Africa*, Los Angeles, Cape Town, South Africa, 2009.
5. V. Satir, "The new Peoplemaking," *Science and Behavior Books*, California, United States of America, 1988.
6. W. J. Goode, "Force and violence in the family," *Journal of Marriage and the Family*, vol. 33, no. 4, pp. 624-636, 1971.
7. T. Parsons, "The Social System," *Routledge*, Milton Park, Abingdon, New York, United States of America, 2013.
8. S. Minuchin, "Families and Family Therapy," *Harvard University Press*, Massachusetts, United States of America, 1974.
9. U. Beck, "Politics of Risk Society," *Environmentalism. Critical Concepts*, vol.4, no. 1, pp. 256-66, 2017.
10. E. K. Idowu, "Impact of time management practices on students' learning outcomes," *AVE Trends in Intelligent Techno Learning*, vol. 2, no. 2, pp. 103-110, 2025.
11. Indian Council of Social Science Research, "Annual Report - Indian Council of Social Science Research Volumes 2013- 2014," *Indian Council of Social Science Research*, New Delhi, India, 2022.
12. Tambaip, Y. Ohoiwutun, A. P. Tjilen, and H. Y. Muslihin, "Transformational leadership in preserving local culture: Strategies for facing the digital era," *AVE Trends in Intelligent Management Letters*, vol. 1, no. 1, pp. 1-11, 2025.
13. Press Information Bureau, "Year End Review-2021: Ministry of Women and Child Development," *PIB*, 2021. [Accessed by 27/10/2021].
14. R. Abirami, R. Regin, D. C. Pappa, and H. Ahmad, "An analytical study on work-life balance determinants of women researchers with reference to family and child-care roles," *AVE Trends in Intelligent Management Letters*, vol. 1, no. 3, pp. 131-139, 2025.
15. N. Singh and S. Audichaya, "Family Well-being- A protective approach to healthy and happy family relationship," *International Journal of Creative Research Thoughts (IJCRT)*, vol. 10, no. 9, pp. b41-b48, 2022.
16. L. Ubaidillah, L. Nurlaili, E. Trihandayani, A. Iseni, and G. S. G. Malar, "The role of principal leadership, teacher participation in decision-making, and work environment on teacher job satisfaction at private senior high schools," *AVE Trends in Intelligent Social Letters*, vol. 2, no. 4, pp. 193-202, 2025.
17. F. Baumann, "The next frontier—human development and the Anthropocene: UNDP human development report 2020," *Environment: Science and Policy for Sustainable Development*, vol. 63, no. 3, pp. 34-40, 2021.
18. G. Ritzer, "Sociological Theory," *McGraw-Hill*, New York City, United States of America, 2011.
19. M. Lishmah Dominic, P. S. Venkateswaran, L. T. Reddi, S. Rangineni, R. Regin, and S. S. Rajest, "The synergy of management information systems and predictive analytics for marketing," in *Advances in Business Information Systems and Analytics*, *IGI Global*, USA, 2023, pp. 49-63.
20. TherapyMantra, "Online Family Counselling in India," *TherapyMantra*, 2026. [Accessed by 27/01/2026].

Publisher's Note: The publisher remains impartial concerning jurisdictional claims in published maps and institutional affiliations. Responsibility for the content rests entirely with the authors and does not necessarily reflect the publisher's perspectives.