



UNIVERSITY MAIN EXAMINATIONS

2017/2018 ACADEMIC YEAR

FIRST YEAR SECOND SEMESTER

**FOR THE DEGREE OF MASTER OF SCIENCE IN
HUMAN RESOURCE MANAGEMENT**

COURSE CODE: HRM 807

COURSE TITLE: COUNSELING AT THE WORKPLACE

DATE: 6/08/2018

TIME: 9AM – 12NOON

INSTRUCTIONS TO CANDIDATES

- Answer question **ONE** (compulsory) and any other **THREE** questions
- Question **ONE** attracts **40 marks**
- Time allowed is **THREE** hours
- All other questions attract equal marks (**20 marks**)

QUESTION ONE

Read the case below and answer the questions that follow:

As a human resource manager in a busy Aga-khan hospital, your human resource is a high class of professionals though you too have non professional support staff who report to you. Your attempt to convince the Hospital directors to contract services of a professional counselor for the hospital staff failed for they did not see the need for the counselor. They claim the doctors and nurses are counselors too in their own rights. One day, Atieno a hardworking nurse visited your office in tears. She claimed to have been insulted by a doctor that you coincidentally respect so much. She was tense, agitated, depressed, pessimistic and hurting all over. She felt she can't go on in to work any longer; she clearly was at the end of her tether. On slowly developing a relationship with her, you discover Atieno's husband left her a year ago to live with another woman. Since then she had been taking her refuge from her loneliness by involving herself in overtime in her stressful job as a nurse in the intensive care unit. She was the only child to her parents who divorced when she was in Std six. To receive this information was no easy task. But as a good listener you managed. There was no need to refer her to a counselor for she had no money to pay and the hospital doesn't pay for such. She went through the stages successfully and a happy Atieno emerged. The doctor was not apologetic but rather sympathetic to her. She later found a friend in the doctor and as understanding helper. They now spend long hours with the doctor outside work hours as genuine friends, she has complete trust in the doctor friendship.

- a) As a human resource manager, you encounter such issues that distract your principle role, In trying to convince the directors the necessity of engaging a professional counselor for the hospital, Explain the importance of employee counseling and the aims of counseling . (10 marks)
- b) Atieno's state required several theories of counseling to help her ,assume the doctor chose Client -centred theory , discuss the theory and its application to Atieno's problem. (10marks)
- c) Advise the doctor on the Ethical issues of client –counselor relationship or ethical practices that a good counselor must observe. (10 marks)
- d) Does Atieno's initial state and background qualify her as a difficult person at the workplace? Discuss your response and advice on how to deal with such employee. (10 marks)

QUESTION TWO

- a) Define counselling and explain its importance to a HR Manager in an organization of your choice. (10 marks)
- b) Effective work life balance leads to high productivity in the organization. Substantiate. (10 marks)

QUESTION THREE

- a) Discuss the effects of stress to both the individual employee and the organization. (10 marks)
- b) Discuss the role that the workplace counselors should play in helping the HIV/AIDS and Drug and Substance abuse victims at the workplace. (10 marks)

QUESTION FOUR

Describe the following theories and their application in the workplace counseling:

- a) Rational-Emotive theory (10 marks)
- b) Behavioral theory (10 marks)

QUESTION FIVE

- a) Define counseling and describe the process of counseling. (10 marks)
- b) Discuss the qualities of a good counselor citing relevant examples. (10 marks)