

TECHNICAL



UNIVERSITY OF

MOMBASA

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY EXAMINATION FOR:

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

BHR 5105: WORKPLACE COUNSELLING

END OF SEMESTER EXAMINATION

SERIES: APRIL 2025

TIME: 2 HOURS

DATE: 28 Apr 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt **QUESTION ONE** and any other **THREE** questions from this paper.

Do not write on the question paper.

Question ONE (Compulsory)

Read the case below and answer the questions that follow:

Case Study: Workplace Stress and Counseling Intervention

Lisa is a senior project manager at a multinational technology company. Over the past six months, she has been experiencing extreme workplace stress due to tight deadlines, increasing responsibilities, and conflicts with colleagues. As a high achiever, she has always been able to handle pressure, but lately, she feels emotionally drained and less productive. Her supervisor notices her declining performance and suggests she seek workplace counseling.

Upon attending the first counseling session, Lisa reveals that she has been working long hours, struggling with work-life balance, and feeling isolated. She is also dealing with personal issues at home, which further contribute to her stress. The counselor assesses her situation and explores

different counseling strategies to help her regain emotional stability and enhance her workplace well-being.

The counselor employs a combination of **individual counseling and stress management techniques** tailored to Lisa's needs. Through guided discussions, Lisa begins to recognize the importance of self-care, setting boundaries, and seeking support from her colleagues. Over time, she implements healthier coping mechanisms and gradually improves her work-life balance.

Answer the following questions:

- a) Discuss the basic principles of workplace counseling and how they can be applied to Lisa's situation? **(10 marks)**
- b) Explain the counseling process and procedures that should be followed when handling Lisa's case? **(10 marks)**
- c) Identify and analyze two theoretical approaches to counseling that could be effective in helping Lisa manage workplace stress? **(10 marks)**
- d) Discuss the ethical principles in workplace counseling that should guide the counselor in this case? **(10 marks)**

Question TWO

- a) Trace the historical development and evolution of workplace counseling and its significance in modern organizations? **(10 marks)**
- b) Compare and contrast individual and group counseling, highlighting their effectiveness in workplace settings? **(10 marks)**

Question THREE

- a) Evaluate the importance of multicultural counseling in diverse workplaces and the challenges counselors may face when working with employees from different cultural backgrounds? **(10 marks)**
- b) Analyze the role of referral in workplace counseling and discuss when a counselor must refer a client to another professional? **(10 marks)**

Question FOUR

- a) Discuss the legal and ethical issues affecting the counseling profession in workplace settings. Provide examples to support your discussion? **(10 marks)**
- b) Examine the impact of invisible social forces such as gender and culture on workplace counseling. How can counselors address these challenges? **(10 marks)**

Question FIVE

- a) Explain how understanding group dynamics can help workplace counselors improve team cohesion and employee productivity? **(10 marks)**
- b) Analyze how psychological principles of group behavior influence workplace interactions and counseling strategies? **(10 marks)**