



SCHOOL OF BUSINESS
DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY EXAMINATION FOR:
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT
BHR 5105: WORKPLACE COUNSELLING
SPECIAL/SUPPLEMENTARY EXAMINATION
SERIES: JULY 2025
TIME: 3 HOURS
DATE: JULY 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: Managing Workplace Stress

Emma is a mid-level manager at a tech company who has recently been facing significant stress due to increased workloads and team conflicts. Feeling overwhelmed, she decides to seek help from the company counselor. During the initial session, Emma expresses feelings of inadequacy and concerns about her ability to manage her team effectively. The counselor employs active listening skills and uses cognitive-behavioral techniques to identify negative thought patterns that contribute to Emma's stress. They discuss potential strategies to improve team dynamics and Emma's self-confidence in her leadership role.

As the sessions progress, Emma begins to implement some of the strategies discussed, such as setting clear expectations with her team and practicing assertive communication. She also attends a group counseling session focused on stress management, where she learns from the experiences of her peers. However, as Emma makes progress, she encounters resistance from

one team member who feels threatened by these changes, leading her to question the effectiveness of her newly acquired skills.

Answer the following questions:

QUESTION ONE (Compulsory)

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As the sessions progress, Emma begins to implement some of the strategies discussed, such as setting clear expectations with her team and practicing assertive communication. She also attends a group counseling session focused on stress management, where she learns from the experiences of her peers. However, as Emma makes progress, she encounters resistance from one team member who feels threatened by these changes, leading her to question the effectiveness of her newly acquired skills.

- a) Discuss the basic principles of guidance and counseling as seen in Emma's case? **(10 marks)**
- b) Identify and analyze at least two basic skills that the counselor used during Emma's sessions? **(10 marks)**
- c) Explain how Emma's participation in group counseling contributes to her overall counseling experience? **(10 marks)**
- d) Evaluate the counselor's role in managing ethical considerations during Emma's therapy, especially in relation to confidentiality and professional boundaries? **(10 marks)**

QUESTION TWO

- a) Describe the historical development and evolution of counseling and how it has influenced contemporary practices? **(10 marks)**
- b) Discuss the theoretical approaches to counseling, highlighting the goals, relationships, and techniques utilized in one approach? **(10 marks)**

QUESTION THREE

- a) Explain the importance of cross-cultural counseling and the challenges that counselors may face when working with clients from diverse backgrounds? **(10 marks)**
- b) Analyze the concept of culture shock and cultural transition in the context of counseling, discussing potential strategies to mitigate these challenges? **(10 marks)**

QUESTION FOUR

- a) Describe the various types of counseling and their applicability in workplace settings? **(10 marks)**
- b) Discuss the issue of counselor vulnerability and the importance of self-care in the counseling profession? **(10 marks)**

QUESTION FIVE

- a) Explore the psychological dynamics of group counseling and how these dynamics can impact individual experiences in group settings? **(10 marks)**
- b) Examine the legal and ethical issues that counselors must consider in their practice, particularly in relation to client rights and professional responsibilities? **(10 marks)**