

The
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
**DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP/
BACHELOR OF COMMERCE**

HRM 302/ HRM 405: HUMAN RESOURCE COUNSELLING

DATE: 14TH APRIL 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

The first documentary proof for employee counselling has been found from a company in USA, the Western Electric, used in Hawthorne Studies in 1920s. However, the counselling service was formally introduced to organizations between 1940s and 1950s for treating occupational alcoholism. The problem of alcoholism among workers was seen as a disease and Alcoholics Anonymous (AA) model was used as employee assistance program (EAP) to treat with employees suffering from alcohol dependence. The encouraging outcome of this program led the counsellors to work with the relatives of such employees and gradually it was used with the employees having other life related problems (Bull, 1997).

The goal of this program was economic rather than humanitarian as the idea was to get back the employees to work and make them productive as soon as possible (Battle, 1988). In USA, Hughes Act 1970, made it mandatory for the public services to take the responsibility of psychological health of the employees, thus boosting the development of workplace assistance and counselling. A movement from treatment to prevention approach occurred in 1980s when promotion of health took priority over medicalization of problems. According to Hawkins and Miller (1994), another important move occurred when counselling for the organization rather than only for an individual was suggested.

According to Bull (1992), the history of workplace counselling shows that it has passed through four stages:

- 1) The 'disease stage', where individuals are seen as victims of an illness which they must learn to manage, e.g., alcoholism.
- 2) The 'client-centered stage' (a move to a broad-brush approach), where the post-war development of humanistic/existential therapies, in conjunction with more traditional approaches, enabled employee assistance to help individuals identify and meet their own needs.
- 3) The 'employee-work stage', where the workplace is acknowledged as influencing individual well-being. Counseling at Workplace.

4) The 'company as client stage', where the organization's policies and philosophy influence the individual, community and the planet.

An extensive review of literature by Bull (1993) showed, however, that most of the counselling occurs at the individual level. A historical understanding of the nature of workplace counselling was useful in identifying the focus of the counselling, i.e., individual or the organization and helped in finding the appropriate models of workplace counseling

Required:

- a) Examine steps followed during workplace counseling. **(10 marks)**
- b) Justify main benefits of workplace counseling for employers. **(9 marks)**
- c) Propose common areas covered in employee counseling. **(6 marks)**

QUESTION TWO

- a) Discuss characteristics of a good counselor. **(8 marks)**
- b) Identify and explain goals of counseling in most places of work. **(7 marks)**

QUESTION THREE

- a) Assess common challenges counselors encounter in the course of duty. **(9 marks)**
- b) Enumerate correct counseling procedure in a workplace environment. **(6 marks)**

QUESTION FOUR

- a) Evaluate pertinent ways of building trust between a counselor and client. **(10 marks)**
- b) Explain shortcomings of Adlerian therapy in Human Resource Counseling. **(5 marks)**

QUESTION FIVE

- a) Compare Cognitive therapy and Emotional therapy **(8 marks)**
- b) Identify critical issues to consider in Cyber counseling. **(7 marks)**

QUESTION SIX

- a) Account for proper guidelines of moving clients towards termination of counseling. **(10 marks)**
- b) Discuss main ethical issues to consider in workplace counseling. **(5 marks)**