



(The University of Choice)

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**MAIN**

**UNIVERSITY EXAMINATIONS**

**2021/2022 ACADEMIC YEAR**

**SECOND YEAR FIRST SEMESTER EXAMINATIONS**

**FOR THE DEGREE**

**OF**

**MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

**COURSE CODE: HRM 806**

**COURSE TITLE: EMPLOYEE COUNSELLING**

**DATE: TUESDAY, 26<sup>TH</sup> JULY 2022 TIME: 2:00 TO 5:00PM**

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**INSTRUCTIONS TO CANDIDATES**

*Answer question ONE and any other THREE questions*

**TIME: 3 HOURS**

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## **Question One**

**Read the text below and answer the questions that follow:**

### **SARAPEVA CEMENT COMPANY**

Sarapeva Company Limited is a cement manufacturing company based in Athi River town and has been in operation for the last ten years. The company has played a significant role in infrastructure development since its inception in 2012 by supplying quality cement products through its branches spread across the country. In 2019, the company started experiencing liquidity problems due to rising operational costs and increased competition. This prompted the management of the Company to initiate and implement a number of measures to reverse the situation.

Driven by the need to build a strong human capital, the management appointed Mr. Rata to the position of human resource manager. Mr. Rata, a long serving employee was identified as a strategic thinker with vast experience in HR management. He was also viewed as the catalyst to accelerate change that was necessary to drive the Company to the next level amidst stiff competition in the industry. His first assignment was to guide the organization through the change process in addition to establishing a framework for identification of exceptional talent in the organization.

The change necessitated the introduction of cutting edge technology, job rotation, re-tooling of some employees, restructuring, downsizing and a focus on organizational culture among other levers of change. To help employees cope with the change, Mr. Rata introduced performance management tool across the organization. Every employee with the assistance of the supervisor was required to set specific, measureable, achievable, relevant and time bound targets.

The resultant performance evaluation methods, downsizing and looming retrenchment among other challenges impacted negatively on the Company's ability to transit from local to regional market. The expansion programme and restructuring processes exerted pressure on employees as evidenced by cases of burnout, absenteeism and frequent sick offs. Further, the Company experienced frequent strained interpersonal relations between employees and their supervisors. To mitigate the challenges being experienced, the management engaged a resident counsellor (Mr. Pareto) to coordinate the counselling function in the Company. Mr. Pareto's contract was, however, terminated after two years on accusations that he often shared employees' personal information with some of their colleagues.

The management subsequently recruited Mrs. Rewa to replace Mr. Pareto. In addition, the Company recruited two experienced graduates to offer support in the counselling section of the HR department. The new resident counsellor adopted various approaches to counsel the affected employees; among them the non-directive method, alongside the use of empathy and congruence. She further used counselling skills to enable employees pick an option that fitted them best. During Mrs. Rewa's tenure at Sarapeva Company Limited, there was an increase in the uptake of counselling services both at the management and operational levels. As a result, employees' and managers' emotional intelligence and employee relations improved tremendously.

- a) Illustrate ways in which Mr. Pareto's conduct may have affected employees' attitude towards the counselling function in the Company. (10 marks)
- b) How would have advised Mr. Pareto on the ethical issues of client- counselor relationship that a good counselor must observe. (10 marks)
- c) The counselling sessions provided by Mrs. Rewa included the adoption of certain approaches. Explain how the approaches used may have contributed to the success of the counselling function in the Company. (10 marks)
- d) During Mrs. Rewa's tenure, there was increased uptake of counselling services at the Company. Analyze how she may have used counselling skills to achieve this objective. (10 marks)

### **Question Two**

- a) Counselling process prizes the relationship between the client and the counselor as it is considered an equal partnership in which counsellors empower clients with a view to aiding them to find solutions to their issues. Given the importance of this relationship, discuss the factors that facilitate this relationship to work in a counselling process. (10 marks)
- b) The management of Adell Company Limited has planned a five-day pre-retirement workshop for employees who are about to retire from service. As a counsellor, identify the possible areas that you would address during your presentation to enable the employees to counter fears as they go through the transition. (10 marks)

### **Question Three**

- a) Aurelia works in a big Savings and Credit Cooperative Society (SACCO) in Nairobi. Her colleague Wesley was recently transferred to another department in the same branch. Aurelia has noticed that the transfer has caused Wesley to undergo a lot of stress. Examine the counselling interventions suitable to help Wesley to deal with the stress. (10 marks)
- b) In a counselling session, the ego can deploy a number of defense mechanisms to prevent it from becoming overwhelmed by anxiety. Analyze any five (5) such defense mechanisms. (10 marks)

### **Question Four**

- a) Discuss the application of behavioural theory in the workplace counseling. (10 marks)
- b) Managing employee counselling process in organizations requires considerable diligence and expertise on the part of the counsellor. Discuss the stages of the counselling process. (10 marks)

### **Question Five**

- a) The effectiveness of employee counselling largely depends on the methods used by the counselor. These methods of counseling change from person to person and from situation to situation. List and discuss any four (4) types of these methods. (10 marks)
- b) Counseling is an effective and preventive people management strategy for organizations to help employees better managing stress, personal issues or work related problems.

However, organizations normally face a number of challenges in their endeavour to entrench effective counselling at the workplace. Discuss some of these challenges and how they can be overcome. (10 marks)