



MACHAKOS UNIVERSITY

University Examinations for 2018/2019 Academic Year

SCHOOL OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION

**THIRD YEAR SPECIAL/SUPPLEMENTARY EXAMINATION FOR
BACHELOR OF COMMERCE (HRM OPTION)**

BBA 408: EMPLOYEE COUNSELING AND CRISIS MANAGEMENT

DATE:

TIME:

INSTRUCTIONS: Answer Question ONE and any other TWO Questions.

Instructions: Answer Question **One (compulsory)** and any Other **Two** Questions

QUESTION ONE

When she begun to major in marketing as a junior in college, Caro Masta knew that someday she would work in that field. Once she completed her MBA, she was more positive than ever that marketing would be her life's work. Because of her excellent academic records, she received several outstanding jobs offers. She accepted the offer from one of the nation's largest consulting firms, believing that this job would allow her room to gain experience in several areas of marketing and to engage in a variety of exciting work. Her last days in Campus, she told her favorite professor, "this has got to be one of the happiest days of my life, getting such a great career opportunity.

Recently while visiting the college placement office, the professor was surprised to hear that Caro had told the placement director that that she was looking for another job. Since she had been with the consulting firm for less than a year, the professor was so surprised. He called Caro to find out why she wanted to change jobs. She told him, "what I can say is that my first experience with the real world was a reality shock" all days long, I sit and talk on the phone, asking questions and checking off the answers. In graduate school, I was trained to be a manager,

but here I am doing what any high school graduate would do. I talked to my boss and he said that was my work. All employees have to pay their dues- said my boss. I wish I was told the details of my duties while they were recruiting me. A little bit of accurate information would have gone a long way. Caro confesses that she is experiencing a lot of stress.

Required

- a) What counseling problems are found in the above case. (5 marks)
- b) One of the challenges that human resource officers have to deal with in the work place is stress amongst the employees. In view of this statement:
 - i) Highlight six physical, symptoms of stress that counselors should watch out for. (6 marks)
 - ii) Explain any six causes of work related stress (6 marks)
 - iii) Highlight five interventions that a company can put in place to ensure that workers are not subjected to stress (5 marks)
- c) Discuss any four skills of counseling and explain situations when each of the skills would be applicable in counseling therapy (8 marks)

QUESTION TWO

- a) Among the critical issues of counseling in the work place are drug and substance abuse and HIV/AIDS. As counselor in an organization:
 - i. Suggest any 8 possible preventions, advocacy and support programmes that the counselor could include in the programme. (8 marks)
 - ii. How would you deal with an employee who has become an alcohol addict? (7 marks)
- b) Explore the role of technology in counselling. (5 marks)

QUESTION THREE

- a) Explain any five ethical principles of counseling and psychotherapy. (10 marks)
- b) Counseling is a process. Discuss. (10 marks)

QUESTION FOUR

- a) Ego- defense mechanisms help individuals cope with anxiety and prevent the ego from being overwhelmed. Using appropriate examples, Explain any five defense mechanisms. (10 marks)
- b) Analyze any five therapeutic techniques of psycho analysis (10 marks)

QUESTION FIVE

- a) Giving appropriate examples, briefly explain any five functions of counseling in the workplace (10 marks)
- b) According to Karl Rogers there are three personal characteristics or attributes of therapist that form a central part of the therapeutic relationship. Briefly explain each of them. (6 marks)

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BACHELOR OF COMMERCE (HRM OPTION)
SEMESTER TWO; 2018/2019 ACADEMIC YEAR
BBA 408 : EMPLOYEE COUNSELING AND CRISIS MANAGEMENT
MAIN EXAM

Date: April 2019

Time: 2 hours

Instructions: Answer Question **One (compulsory)** and any Other **Two** Questions

QUESTION ONE

WORKPLACE HARASSMENT

Leanne is a 48-year-old woman who is one of two product managers in a major computer parts facility. Leanne has excellent qualifications and experience as a manager in the computer sales industry. However, she has been having lots of personal attacks against her from one of the other managers, Rowena, over the past year.

Rowena openly ridicules Leanne at meetings about her lack of organization, poor communication and writing skills and lowering staff morale on the team. Leanne has reluctantly taken on the onerous role of managing a team that is quite divided, at the Head of her section's insistence.

Rowena who is in her fifties and prides herself on precision organization and authoritarian style of managing, had held the management position prior to Leanne and has subsequently criticized Leanne at every opportunity since that time. Rowena has the ear of the Head of the section and is frequently in her office. The Head is known as a weak leader and lacks knowledge of the expertise and abilities of her staff. The Head relies on Rowena to keep her informed of their work performance.

Leanne has noticed that Rowena is always the first to start work and Rowena always sits near the entrance to the building in the morning and evening to observe who is late and who leaves early. Such observations are raised by Rowena at meetings, and since Leanne has a daughter with a disability who needs to attend special classes at School and arrives a bit later than most, she is a target of Rowena's cheap shots and belittling.

Rowena has everyone worried about being branded lazy and useless poor performers and as a result, people conform to Rowena's demands. Rowena has held impromptu meetings with Leanne, with the most recent involving Rowena telling Leanne loudly that the business 'team' is totally dissatisfied with her performance as manager and she had better get her act together because she said 'you are responsible for all of the problems and low morale of the business team and should be ashamed. Nobody respects you here.' Leanne knows that Rowena's notion of 'the team' includes Rowena and her two other devotee clerks. The other 12 people on the actual team are never consulted by Rowena.

Nonetheless Leanne was confused and feeling deflated by Rowena's accusations. Desperately she told Rowena that she would try to improve her performance and work longer hours and come in on weekends to show the team she was committed. This had little effect except making Leanne tired, irritable with her family and having no time for her family. Rowena and her team continued their attacks on Leanne's credibility as a manager, despite Leanne's recent success in the tendering process for a large computer contract.

Rowena has mentored a couple of other newer staff devotees over the past few years. They openly admire Rowena for her authority and organization and for her contempt of the 'dead wood' in their section (that includes Leanne). Rowena is coaching them on keeping files, emails and so on, on 'dead wood' colleagues of which Leanne has been portrayed. Other staff are fully unaware of this behaviour until the Head of the section presents a large document to Leanne one-day outlining criticisms and shortcomings of her work performance over a 12-month period. Leanne is devastated that they would do something like this especially given a lot of the trivial accusations they had included.

Leanne calls in sick the next day on stress leave. Leanne's office is immediately cleared of her books, files and boxes of business papers the following day and her computer is seized and checked by Rowena and the Head of the section. The Head rings Leanne at home and tells her

that she must provide a medical certificate immediately or disciplinary action will be commenced by the end of the day.

Leanne is no longer able to cope with all of this stress and attempts suicide. Fortunately she survived and has been receiving psychiatric treatments and care for over 6 months. Leanne never wants to return to work again. Her family are devastated and her husband has threatened to leave her with their child because he has had enough of her depressive behaviour

Required

- a) Harassment in organizations as is the case for Leanne is a common phenomenon in organizations. Highlight five consequences of harassment. **(5 marks)**
- b) Leanne suffers from depression. Giving at least three symptoms of each, explain any five types of depressive disorders that an employee can suffer. **(10 marks)**
- c) Outline five physical and five emotional symptoms of depression that managers should watch out for amongst their staff. **(10 marks)**
- d) Leanne got stressed till she contemplated suicide. Despite the psychiatric treatments she her journey to recovery seems incomplete. Highlight five interventions that the company can put in place to ensure that workers are not subjected to stress. **(5 marks)**

QUESTION TWO

- a) Retirement is a process. Explain each of the steps in this process. **(10 marks)**
- b) Discuss any five psychological and five emotional symptoms of stress that employees may exhibit in the workplace. **(10 marks)**

QUESTION THREE

- a) Explain the Freudian view of the human nature and the structure of Personality. **(10marks)**
- b) Discuss the psycho-sexual stages of development according to Sigmund Freud.

QUESTION FOUR

- a) Giving appropriate examples, briefly explain any four functions of counseling in the workplace (8marks)
- b) According to Karl Rogers there are three personal characteristics or attributes of therapist that form a central part of the therapeutic relationship. Briefly explain each of them. (6marks)
- c) Discuss the major steps in Rational Emotive Behavioural Therapy. (6marks)

QUESTION FIVE

- a) Analyze any four counseling skills and techniques, highlighting when each of these is used and how it used. (10 marks)
- b) Employees experience loss in different ways and often go through grief as a result. Explain the stages of grief according to David Kessler and Kübler-Ross. (10 marks)