



MASENO UNIVERSITY
UNIVERSITY EXAMINATIONS 2013/2014

**FIRST YEAR SECOND SEMESTER EXAMINATIONS FOR
THE DEGREE OF MASTER OF HUMAN RESOURCE
MANAGEMENT
(CITY CAMPUS – EVENING)**

BMM 807: COUNSELING AT WORK PLACE

Date: 25th July, 2014

Time: 5.30 – 8.30 p.m.

INSTRUCTIONS:

- Attempt Question ONE (COMPULSORY) and any other THREE questions.



QUESTION ONE (COMPULSORY)

Read this case study and answer question one (COMPULSORY)

Professor Dame Carol Black: The Health, Work and Wellbeing Strategy is about realizing a vision – everybody working together to find new ways of helping people to be healthy and productive at work. It's a dynamic and exciting new approach that brings government, employers, employees and healthcare professionals together. This will generate major new benefits for individuals, companies and the country as a whole. Rob Miguel: Stress related problems are the most common reason why people are off work. We can tackle this problem by working together. Joe's boss: I thought it was important to speak to you about it because you seemed to get the brunt when things are difficult when things are difficult. Joe: I definitely feel stressed when we miss deadlines. Dr Steve Feast: Generally speaking reducing stress isn't just about reducing workload. Its about all the other contributory factors which tend to have a cumulatory effect. Managers need to understand that. Dr Chris Pugh: It's not just about looking after the individual, its about managing the risks in the workplace and providing the necessary advice and support mechanisms. Joe's boss: You're a valued member of the team. If things aren't working for you then come and see me. Joe: Thank you, yeah. Rob Miguel: We're working with employers, our own safety representatives and the relevant authorities to create a healthier and safer workplace. In fact, in the long term, we're trying to change attitudes to managing sickness and absence. Dr Su Wang: We launched our initiative over two years ago. It wasn't easy. Since it's been up and running, people have turned to work, remained in work, in full duties. Joe: I am actually. I am feeling a lot better, which is great. Joe's adviser: Good. Did you manage to get stuff sorted out at work? Joe: I did. I had a really good conversation with my line manager. We've made a lot of changes and things are

working a lot better, yeah Dr Steve Feast: Work is good for us – economically, psychologically, in any way. So it makes sense for us to try and keep people in work wherever we can. Dr Su Wang: The key thing is to create a culture and programme so that when problems arise they can be identified quickly and the solution tailored to the individuals needs. Dr Steve Feast: We all know the effects of being out of work long term. People suffer, they suffer low self-esteem, they become demoralized and they and their families suffer financially. That's why it's so important that we keep it in work. Dame Carol Black: None of us doubt the negative effects of smoking, excessive alcohol consumption or obesity on health. But few of us have any understanding of the value of work to an individual's health. Work is important, not only for physical and mental health but also for social integration. People are diminished by the experience of long term sickness absence, loss of contact with the world of work, means they lose skills and confidence in returning to work. Dr Chris Pugh: There is no doubt that there are many situations where sick leave is not the best option. This is certainly the case with mental health conditions but also with certain physical problems such as back pain. Woman patient: My back's feeling much better. I've been managing fine at the moment. Woman doctor: Have you been keeping up with the exercise? Dr Steve Feast: What we're doing now is focusing much more on the individual and not the problem. We're keeping our horizons wide. But what we need to do is tailor something that's right and best for that individual Dr Su Wang: By investing in our staff and their wellbeing we can actually reduce costs. At Royal Mail we brought in a rehabilitation specialist to help our staff return to their normal lives. And this is beneficial to not only them and their families but to the organisation. Dr Chris Pugh: If we really want to break the cycle, we need new ways of looking at illness. This also applies to chronic health problems, such as heart disease, where we need to re-evaluate people's perceptions and fears. Male patient: My wife was a

bit unhappy about me going back to work. She's concerned at the potential stress and bringing on another heart attack Male doctor: That's understandable but properly managed it is the best course of action. Dr Su Wang: The feedback from our people has been tremendous. Helping them return to work after a long term absence has improved their wellbeing and morale. Male patient: Quite looking forward to it. Professor Dame Carole Black: Of course there are no easy answers as to how we're going to achieve this strategy but we do know that there is more that we can do to help people stay in work and be confident in returning to work. That will take the combined efforts and skills of everyone involved. The Health, Work and Wellbeing Strategy represent a unique opportunity for all government departments and stakeholders to work together.

- i. What are the likely causes of stress in this organization **(5 marks)**
- ii. Explain the strategies adopted to manage stress in this organization? **(5 marks)**
- iii. Suggest the most appropriate approaches that you could introduce to reduce stress in this organization **(5 marks)**

QUESTION TWO

Carl Rogers (1957) contends that there are three attitudinal conditions that are necessary and sufficient for any therapeutic change. Discuss the three core conditions that make counseling a relationship and show how you would apply them to a working environment. **(15 marks)**

QUESTION THREE

Differentiate between the following concepts

- i. Self Image and Self-esteem (5 marks)
- ii. Unknown and Hidden (5 marks)
- iii. ID and Ideal (5 marks)

QUESTION FOUR

The code of ethics outlines the fundamental values and principle of counseling while the code of practice applies to those values and principles to more specific counseling situation.

- i. Explain the basic principles in counseling Ethics (10 marks)
- ii. Why counseling important in the workplace. (5 marks)

QUESTION FIVE

Confidentiality is central to developing a trusting and productive client/therapist relationship and is a legal issue. State laws now address confidentiality in therapy, as do the ethical codes of all the mental-health professions. Discuss the advantages and disadvantages of the confidentiality rule. (15 marks)