



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration 2014-2016 Weekday Programme

(Semester IV First half) Examination– November 2016

MBAHR 616 - Counselling in Organizations

Three (03) Hours

There are two parts in this question paper. **Part –I is compulsory.** Answer any Three (03) questions from **Part- II**

Part – I

1. Read the following case description and answer the questions given at the end.

Mr Mahesh aged 37, works as a Quality Assurance officer in an organization dealing with pharmaceuticals. He has been employed in the company for two years. He has developed an arrogant attitude during the past three months. A series of complaints about Mr. Mahesh was reported to the head of the department by employees of the department. These complaints were mainly about his negative social behaviour. There had not been any complaints about him earlier. He was a person with good commitment to work. No one knew any details about Mr. Mahesh's personal life.

The head of the department had a meeting with Mr. Mahesh about the situation about Mr. Mahesh and was successful in obtaining Mr. Mahesh's consent for him to be counselled. The company has an in-house counsellor, who is a lady of 35 years, qualified with a postgraduate counselling diploma.

Questions:

Each question from (i) to (viii) carries 05 marks.

- i. If you are the head of the department where Mr. Mahesh works, list two aspects you would highlight to Mr. Mahesh in explaining what kind of help would be extended through counseling.
- ii. As the head of the department in this case, draft the referral note on Mr. Mahesh's problem to be sent to the counsellor.
- iii. If you are the organizational counsellor to Mr. Mahesh, what are the strategies would you adopt to show your unconditional positive regard towards Mr. Mahesh?
- iv. It was found that Mr. Mahesh was going through a range of family problems. Indicate two counseling skills that may have been adopted in eliciting Mr. Mahesh's family problems.
- v. As the organisational counsellor, would you decide to consult the other subordinates/colleagues of Mr. Mahesh regarding his problem? Give reasons for your answer.
- vi. During the process of counseling, after a few sessions, Mr. Mahesh showed signs of understanding his own problem and was working hard to resolve the issues. Would it be advantageous to bring his family into the counseling process? Give reasons for your answer.
- vii. Explain how soft challenging by a counsellor can change a deeply rooted views of a client.
- viii. Give two steps in the termination process of counselling that you would adopt as the organizational counsellor of Mr Mahesh.

(Total 40 marks)

Part – II

2. i. Give four advantages that can be drawn through counselling in organizations.
(12 Marks)
- ii. Explain two reasons how advising is not as useful as counselling for human resource development.
(08 Marks)
- (Total 20 marks)**
3. i. According to Carl Roger's Person centered Humanistic theory, how would a psychological problem arise in a person?
(12 Marks)
- ii. Explain why 'empathetic listening' is considered as essential in counselling.
(08 Marks)
- (Total 20 marks)**
4. i. Explain the term 'cognition' and differentiate between rational thoughts and irrational thoughts drawing examples from an organizational context.
(12 Marks)
- ii. Explain two counselling skills that would be helpful to address distorted cognitions of a client.
(08 Marks)
- (Total 20 marks)**
5. i. Indicate the specific goals and the related main tasks of the counsellor in the second stage of the 'Egan's Solution Focused counselling model'.
(12 Marks)
- ii. Describe two challenges faced by an in-house counsellor of an organization.
(08 Marks)
- (Total 20 marks)**

6. i. Describe 'fitness to practice' and 'avoid dual relationships' as ethical practices that are essential to be followed by an organizational counsellor.

(12 Marks)

- ii. Draw a diagram depicting the implementation process of a counselling service in organizations and briefly describe the key stakeholders mentioned in the diagram.

(08 Marks)

(Total 20 marks)

7. Write short notes on any four (04) of the following:

- i. Genuineness of a counsellor
- ii. ABC theory of personality
- iii. Supervision in counselling
- iv. Counselling vs coaching
- v. Questioning as a probing strategy in counselling

(5 x 4=20 Marks)

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