



UNIVERSITY OF COLOMBO, SRI LANKA

FACULTY OF MANAGEMENT AND FINANCE

Postgraduate & Mid-career Development Unit

Master of Business Administration in HRM (Semester IV, Second half) examination

March, 2017

MBAHR 616 - Counselling in Organizations

Three (03) Hours

Part One is COMPULSORY

Answer any **THREE** questions from **Part Two**

(Closed book examination)

PART - ONE

1. Read the following case description and answer the questions.

Mrs. Sujatha aged 38 works as a supervisor in a garment factory. She has been employed in the company for eight years. She is married and has two children aged 10 and 6 years. Her husband is an executive in another organization. During the past three months a series of complaints about Mrs. Sujatha was reported to the line manager by employees of the department. These complaints were mainly about losing her temper while at work. Employees being supervised had never made any complaints earlier. She was responsible and trustworthy in the past. Mrs. Sujatha is one of the five supervisors serving under the same line manager. The line manager decided to talk to Mrs. Sujatha about the situation.

The factory has two in-house counsellors, a lady of 30 years and a gentleman of 45 years both qualified with a postgraduate counselling diploma from a recognized University. On average 3 clients per day are referred through line managers.

Each answer from (a) to (h) carries 5 marks.

- (a) If you are the counsellor of the organization where Mrs. Sujatha works, list four key aspects you would include in a session ~~to all employees~~ to build awareness on counselling process.
- (b) If you are the line manager of the department where Mrs. Sujatha works, explain two aspects you would decide to indicate in the referral note to the counsellor in explaining the current situation regarding Mrs. Sujatha's behaviour.
- (c) Frame an 'opening statement' to Mrs. Sujatha that would help to develop a favourable working climate between counsellor and client as well as to focus on the problem as well.
- (d) If you are the organisational counsellor would you decide to consult the other four supervisors regarding Mrs. Sujatha's problem. Explain your decision with a reason.
- (e) If the counselling process revealed that Mrs. Sujatha is going through a bad period due to some family problems, as the organizational counsellor what steps would you take in the progress of counselling sessions? Give reasons for your decision.
- (f) If you are Mrs. Sujatha's counsellor explain one counselling skill you would adopt in eliciting an alternative view of the problem situation within Sujatha's mind?
- (g) How suitable it is to take have the services of two counsellors in the organization? Explain giving two reasons.
- (h) Explain key aspects to consider in developing a suitable physical space for counselling at the garment factory?

(Total 40 marks)

PART – TWO

1. (i) Describe any two of the three core conditions of counselling practice as forwarded by Carl Roger's Person-centered counselling approach.
(12 Marks)
- (ii) Explain the 'self-concept incongruence' as a psychological problem of an individual.
(08 Marks)
- (Total 20 marks)**
2. (i) Explain 'overgeneralization' and 'selective abstraction' as cognitive distortions forwarded by Aaron Beck giving an example for each from an organizational context.
(12 Marks)
- (ii) Explain the expected outcomes of 'paraphrasing' in counselling practice.
(08 Marks)
- (Total 20 marks)**
3. (i) Describe the specific goals and the role of the counsellor during the Stage III of the 'Egan's Solution Focused counselling model'.
(12 Marks)
- (ii) What are the advantages of 'coping self talk' to an individual?
(08 Marks)
- (Total 20 marks)**
4. (i) Describe A B C theory of counselling with a diagram indicating how a psychological problem is analysed and intervened through this theory.
(12 Marks)
- (ii) Briefly explain the main stakeholders of any one of the models of counselling provision in organizations.
(08 marks)
- (Total 20 marks)**

5. Write short notes on **FOUR** of the following.

- (a) Supervisor's role in counselling
- (b) Fitness to practice as a counselling ethic
- (c) Integration of theories in counselling practice
- (d) Systemic interventions for counselling
- (e) Active listening as a counselling skill

(5marks x 4=20 marks)
