



KARATINA UNIVERSITY
UNIVERSITY EXAMINATIONS
SECOND YEAR, SECOND SEMESTER EXAMINATION
2024/2025 ACADEMIC YEAR

FOR THE DEGREE OF:
BACHELOR OF HUMAN RESOURCE MANAGEMENT

COURSE CODE: BHR 221

**COURSE TITLE: COUNSELING IN HUMAN
RESOURCE MANAGEMENT**

DATE: 22/4/2025 TIME: 3.00PM – 5.00PM

INSTRUCTION TO CANDIDATES

- SEE INSIDE

ANSWER QUESTION ONE AND ANY OTHER THREE QUESTIONS

Case study: Workplace Counseling at Equity Bank Kenya

Equity Bank Kenya, one of the leading financial institutions in East Africa, has faced increasing challenges related to workplace stress, employee burnout, and financial-related anxieties among its staff. These issues have negatively impacted productivity, increased absenteeism, and contributed to high turnover rates. In response, the Human Resources (HR) department implemented a structured Workplace Counseling Program to support employees' psychological and emotional well-being. The program consists of several key components, including Employee Assistance Programs (EAPs), training HR officers in basic counseling skills, developing a mental wellness policy, and promoting a positive organizational culture.

To provide employees with immediate and confidential support, Equity Bank launched Employee Assistance Programs (EAPs) that offer free professional counseling services. These services include one-on-one therapy sessions, financial counseling to help employees manage both personal and work-related financial stress. Recognizing the need for early intervention, the HR department also trained HR officers in basic counseling skills, ensuring that employees have access to first-line emotional support. The training covers essential counseling techniques such as active listening, emotional intelligence, crisis intervention, and confidentiality in workplace counseling. With these skills, HR officers can provide immediate guidance to employees experiencing distress while also referring them to professional counselors when necessary. This initiative has fostered a more supportive work environment, where employees feel comfortable seeking help without fear of stigma.

To institutionalize mental health support, Equity Bank developed a Mental Wellness Policy that sets out clear guidelines on psychological support for employees. Promoting a positive organizational culture has also been a crucial aspect of the Workplace Counseling Program. Equity Bank has introduced emotional intelligence training for managers and leaders to improve employee relations and create a more empathetic work environment. While the Workplace Counseling Program has proven beneficial, it also presents several ethical challenges that must be carefully managed. Emerging workplace trends are also shaping the future of workplace counseling. With the rise of remote work, employees are experiencing new challenges such as isolation and difficulty maintaining work-life balance.

Required:-

- (a) Evaluate five key workplace challenges that necessitated the introduction of counseling at Equity Bank Kenya (10 marks)
- (b) Examine five key ethical considerations in workplace counseling. (10 marks)
- (c) Discuss five emerging trends in HR counseling in Kenya. (5 marks)

Question two

A successful counseling process in HRM depends on a well-defined relationship between the counselor and the client. The effectiveness of workplace counseling is largely influenced by the qualities of the counselor and the interaction with the client.

- a) Critique five (5) essential qualities of an effective HR counselor. (10 marks)
- b) During a counseling session, an employee expresses frustration about being overlooked for a promotion despite their hard work. Explain five purposes of paraphrasing in this context (5 marks)

Question three

- a) Grief counseling at the work place aims to help individuals navigate the emotional impact of loss by addressing both expressed and latent feelings. Discuss five principles of grief counseling (10 marks)
- b) During an employee counseling session, you notice that an employee is struggling to acknowledge their role in workplace conflicts and performance issues. Elaborate on five forms of denial that may manifest in workplace counseling (5 marks)

Question four

- a) Emotional intelligence (EI) refers to the ability to recognize, understand, and manage one's own emotions, as well as the ability to perceive, interpret, and respond to the emotions of others. Explain four major components of emotional intelligence (8 marks)
- b) Self-image is the way in which individual perceives self. Identify seven areas that can help a HR counsellor have clarity on self-image (7 marks)

Question five

- a) Physical attending skills is a non-verbal communication with the body language in HR counseling. Research indicates that 50% of communication is through body language. Elaborate on the five indicators of physical attending as a skills of counseling. (10 marks)
- b) Define personality (1 mark)
- c) The DiSC model is a personality test that assesses four main behavioral styles. Demonstrate the application of the four behavior styles when counseling a workmate with childhood trauma that she projects towards other members of the HRD department. (4 marks).

Question six

- a) Psychological debriefing, a structured group meeting where survivors of a stressful event share their experiences, thoughts, and impressions. Discuss five objectives of debriefing employees of Nakumatt Supermarket after a fire incident. (10 marks)
- b) The Wheel of Life exercise is widely used in coaching and beyond and offers a practical and flexible tool for clients to assess their needs and set goals. Examine five areas of application of Wheel of Life in HR Counseling (5 marks)