



**UNIVERSITY OF RUHUNA**  
**FACULTY OF MANAGEMENT AND FINANCE**  
**BACHELOR OF BUSINESS ADMINISTRATION DEGREE**  
**3000 LEVEL**  
**SECOND SEMESTER END EXAMINATION (APRIL 2021)**

**HRM 32423 – WORKPLACE COUNSELLING**

**DURATION- THREE HOURS**

**Instructions**

- **The question paper contains five (05) questions and 4 pages.**
- **Answer four (04) questions only, including question number one (01).**

01. Sama and Leela are Production Managers of a major computer assembling company. Sama is a 38-year-old manager who has excellent qualifications and experience as a manager in the industry. However, she has been having lots of personal attacks from Leela over the past few years.

Leela is a 54-year-old manager who prides herself on the accuracy of works. She has more experiences than Sama and has shown an autocratic style of leadership. Leela criticized Sama at every opportunity that she got. Leela openly insults Sama at meetings focusing on her lack of organization skills, poor communication, and writing skills. Due to the pressure made by the Factory Manager, Sama has taken a managerial position in her department. However, some employees of that department are working against Sama's leadership.

Kanthi, the Factory Manager, is known as a weak leader. She lacks knowledge of the expertise in her field but undermines other staff members' abilities. Leela always visits Factory Manager and frequently stays in her office. The Factory Manager totally relies on the information given by Leela.

Sama has noticed that Leela is always the first to start work and sits near the entrance of the building in the morning and evening to observe who is late and who leaves early. Such observations are highlighted by Leela at meetings. Sama arrives a bit later than most of the workers since she has a daughter with a disability who needs to attend special classes at School. However, Leela's criticisms always targeted Sama.

Kanthi has held unplanned meetings with her production staff including Sama and Leela recently. In the meeting, Leela loudly accused Sama that the "business team is totally

dissatisfied with your performance as a manager, and you are responsible for all of the problems. Nobody respects you here”.

Sama was confused and worried by Leela’s accusations. Immediately she told that “I would try to improve my performance, work longer hours and come on weekends to show the team that I am committed”. This had little effect except making Sama tired, irritable with her family, and having no time for her family. Leela and her team continued their attacks on Sama.

One day Factory Manager gave a lengthy document to Sama outlining criticisms and shortcomings of her work performance over last 12 months. Sama was shocked by the unexpected happening. Due to mental stress, Sama took sick leaves from the next day onwards.

- (i) Discuss workplace bullying issues based on Sama and Leela case. (06 marks)
- (ii) Explain, how Behavioral and Cognitive Behavioral approaches can be used to understand and interpret Sama’s problem. (08 marks)
- (iii) As the counsellor, how Behavioral and Cognitive Behavioral therapies can be used to treat Sama to solve her problems. (08 marks)

(Total marks 22)

02. (i) Define the meaning of Counselling and discuss the main features of counselling. (06 marks)
- (ii) Discuss, why workplace counselling facilities should be promoted in private and public sector organizations in Sri Lankan context. Your answer should be justified with appropriate examples. (10 marks)
- (Total marks 16)

03. (i) "Poor physical health can lead to an increased risk of developing mental health problems. Similarly, poor mental health can negatively impact physical health".

Explain the main factors which are causing illness.

(06 Marks)

- (ii) Supposed that, you are invited as the resource person to conduct an awareness session on "Child Psychology" by the Medical Officer of Health (MOH) in Matara. The target audience is pregnant mothers and women who have infants. Your discussion should be based on the contribution made by Sigmund Freud on Children's psychology.

As the resource person, explain the contents and activities that you intend to use for the above discussion.

(10 marks)

(Total marks 16)

04. (i) Briefly discuss the stages of counselling process.

(06 marks)

- (ii) Supun and Gayan are very good friends studying at the Management Faculty. After they studied the American Counselling Associations Code of Ethics (APA) for counsellors, the following dialogue was taken place.

Supun: I believe the APA Code of Ethics is not relevant for counsellors in Sri Lanka.

Gayan: No, as I understood sections A, B and C are relevant but other sections are not relevant for counsellors in Sri Lanka.

Critically evaluate this dialogue by referring to the American Counseling Associations Code of Ethics. Appropriate examples should be used to justify your answer.

(10 marks)

(Total marks 16)

05. Write short notes on the following.

- (i) Possible Counseling errors in the sessions.
- (ii) Post-traumatic stress disorder.
- (iii) Workplace Cyber Aggression.
- (iv) Living worlds of Human vs Animal.

(Each carries 04 marks)

(Total marks 16)

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