

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING**

**Bachelor of Business Administration- Leadership and Change
Management**

Mentoring, Coaching and Consulting

MC231

SESSIONAL EXAMINATION

Marks: 100

Instructions

1. This examination consists of **Four** sections: A, B, C and D
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section
4. Write answers in the answer booklet provided
5. Write in grammatical English

SECTION A – MULTIPLE CHOICE QUESTIONS

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

Choose the best alternative answer.

1. Coaches who use objectives-centred interventions tend to _____.
 - A. Reward learners for correct performance, and correct them promptly when performance is incorrect;
 - B. Encourage repetition of acts performed correctly;
 - C. Frequently ask questions to gather feedback on learning progress; and
 - D. All of the above

2. The following are crucial for setting the coaching climate except _____.
 - A. Setting a clear, quarterly standards with agreement regularly
 - B. Following on failures, mistakes, or setbacks
 - C. Making the environment motivating
 - D. Reviewing expectations for development regularly

3. Negative attitudes that inhibit the learning process have been attributed to many causes, and these includes the following except _____.
 - A. Mental model
 - B. Shyness
 - C. Too old to learn
 - D. Lack of confidence

4. How can one integrate learner emotions within the learning process?
 - A. There should be some similarity between the new knowledge and the material that participants already know.
 - B. Deal with and encourage the expression of emotions during learning.
 - C. When the critical attribute element should be considered.
 - D. When the degree of original learning bears some significance in the transfer of learning.

5. Which of the following is not a form of programme evaluation?
 - A. Comparative evaluation
 - B. Linking evaluation
 - C. Fundamental evaluation
 - D. Reaction evaluation

6. Which of the following is a method of billing?
 - A. Retainer
 - B. Hourly billing
 - C. Fixed-bid Projects
 - D. All of the above

7. What consulting skills and knowledge are clients interested in?
 - A. Critical thinking
 - B. Problem solving
 - C. Communication skills
 - D. All of the above

8. Gathering business intelligence include which of the following techniques?
- A. Interviews
 - B. Focus groups
 - C. Surveys
 - D. All of the above
9. Comparative evaluation involves the following except _____.
- A. Identifying the causes of particular events during implementation
 - B. Determining whether standards aimed at are achievable
 - C. Identification of possible shortcomings in the mentoring/coaching circumstances
 - D. The maintenance of comparable norms and standards
10. _____ is a way of involving the learner.
- A. Using application, analysis, synthesis and evaluation questions and tasks to stimulate learner involvement
 - B. Making learner reaction and active participation an essential part of the learning process
 - C. Introducing manageable challenges during learning
 - D. All of the above

SECTION B TRUE OR FALSE

[10 marks]

Answer ALL questions. Each question carries ONE (1) mark.

State whether each of the following statements is TRUE or FALSE.

1. Consulting is a systematic attempt to provide answers to questions. Such answers may be abstract, and general. In consulting the investigator uncovers facts, and then formulates a generalisation.
2. Pedagogy views learning as a process of giving information, and mainly focuses on instruction than on learning.
3. The knowledge and skills related to thinking and the way we process information are referred to as intellectual skills.
4. Job rotation is one of the 'off the job' training techniques.
5. Conducting a SWOT analysis is a first step in setting up a consultancy business.
6. Positive reinforcement is useful in trying to change modes of behaviour such as bad work habits or poor attitude to the business.
7. Retention means that learners must retain information in order to benefit from training.
8. Negative transfer occurs when participants use the behaviour taught in the course to solve problems in new settings.
9. Sustaining the motivation of the mentee is critical to transfer whatever the individual is supposed to acquire.
10. Participants operate at same levels of the business enterprise, and this often impacts on their learning positively.

SECTION C SHORT ANSWERS QUESTIONS

[40 marks]

There are eight questions in this section. Answer all questions.

1. Briefly explain the stages of developing the coaching process. **(5 marks)**
2. Briefly discuss barriers that hinder learning. **(5 marks)**
3. With the aid of a practical example explain the model for measuring the effectiveness of training programmes by Donald Kirkpatrick. **(5 marks)**
4. List advantages of internal corporate consulting. **(5 marks)**
5. Briefly discuss five mentoring techniques. **(5 marks)**
6. Discuss barriers attributable to the mentor/coach. **(5 marks)**
7. What does business consulting mean? **(5 marks)**
8. What is reinforcement? **(5 marks)**

SECTION D ESSAY TYPE QUESTIONS

[40 marks]

There are three questions in this section. Answer any TWO questions.

Question 1

(20 marks)

According to McLagan (1989:43) competencies refer to the behavioural catalogue of the mentor/coach. Competencies are the knowledge and skills that will enable the mentor/coach to mentor or coach. Discuss such competencies.

Question 2

(20 marks)

Evaluate the various roles of a mentor/coach.

Question 3

(20 marks)

You have been called for an interview and the interviewers would like to elicit your knowledge about learning theories, answer the question by examining various types of learning theories.