

DEGREE
July – December



Sessional Examination
MC 231 Mentoring, Coaching and Consulting

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Bachelor in Business Administration-Leadership and Change Management

Mentoring, Coaching and Consulting

MC 231

Sessional Examination

Marks – 100

Time Allowed- 3 hours

Instructions to candidates:

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]

Choose the correct answer from the options given.

1. Which of the following is not an outcome of mentoring and coaching as aspects of training?
 - A. There is some form of learning by the employee.
 - B. There is employee 'change in the attitude, skills, and knowledge level.
 - C. There is improvement in qualifications.
 - D. There is improved performance.

2. The term consulting is a derivative from Latin term consultare which means to _____.
 - A. Negotiate.
 - B. Discuss.
 - C. Counsel.
 - D. Approach.

3. _____ theory views learning from the point of view of social and cultural context.
 - A. Cognitivism
 - B. Behaviourism
 - C. Constructivism
 - D. Experimental

4. One major difference between coaching and mentoring is that mentoring focuses on _____.
 - A. Results.
 - B. Performance.
 - C. Individual.
 - D. Returns.



5. Eaton and Johnson (2001) suggested the following actions to take when mentoring except _____.
- A. Building Skills.
 - B. Developing Careers.
 - C. Brainstorming.
 - D. Soliciting views.
6. Evaluation of the results of coaching is necessary for employees to _____.
- A. Establish whether their expectations and aspirations are met.
 - B. To plan for future coaching.
 - C. Assess the cost and expected returns.
 - D. Measure actual outcomes against expected outcomes.
7. Thompson (2009) has identified three phases in establishing a consultancy which is not?
- A. Evaluate
 - B. Setup
 - C. Execution
 - D. Control
8. _____ refer to the functional knowledge and skills that a trainer has.
- A. Business competencies
 - B. Intellectual competencies
 - C. Technical competencies
 - D. Interpersonal competencies



9. Which of the following is a psychological barrier to learning?

- A. Resistance to change.
- B. Language.
- C. Noise.
- D. Motivation.

10. The result of negative reinforcement is _____.

- A. Extinction.
- B. Participation.
- C. Satisfaction.
- D. Association.

SECTION B- TRUE OR FALSE QUESTIONS.

[10 Marks]

Answer all questions from this section.

State whether each of the following statements is true or false.

1. Skill entails the capacity to use competencies.
2. A mentor is a facilitator with no agenda.
3. Proponents of cognitivism view learning as a result of insight and perception.
4. Feedback skills in coaching and mentoring are business competencies.
5. Mentoring and coaching are not implicit in secondment.
6. Status difference is an environmental barrier in coaching and mentoring.
7. Churning in consultancy refers doing more work than is required so as to get more tenders in future.
8. Fixed bid projects are most preferred by consultants.
9. Pratt's Model was developed to serve conventional education evaluation.
10. A coach can be a mentor for the same employee in an organisation.

SECTION C- SHORT ANSWER QUESTIONS.

[30 MARKS]

Answer all questions in this section.

Question 1

Distinguish between knowledge and skill. **(6 Marks)**

Question 2

(i) Define the term negative reinforcement.

(2 Marks)

(ii) Explain why negative reinforcement is not always the best approach to motivate in coaching and mentoring?

(4 Marks)

Question 3

Outline two (2) characteristic features of behaviourism learning theory in relation to coaching and mentoring.

(6 Marks)

Question 4

Explain any two (2) advantages of outsourcing consultancy services.

(6 Marks)

Question 5

(i) What do you understand by job shadowing?

(2 Marks)

(ii) Identify any two (2) suitable situations where job shadowing is appropriate.

(4 Marks)

SECTION D- ESSAY TYPE QUESTIONS. [50 MARKS]

Answer any TWO questions from this section.

Question 1

The shareholders of a company are wondering on whether to engage an internal or external consultant regarding a foreign direct investment. Advise the shareholders on their dilemma.

(25 Marks)

Question 2

There are up to thirteen (13) steps you would follow to set up a consultancy business. Explain the following steps with the aid of examples.

- (i) Choose your legal structure **(7 marks)**
- (ii) Prepare your Business Plan **(6 Marks)**
- (iii) Hire Employees **(6 Marks)**
- (iv) Establish Comprehensive Marketing Plan **(6 Marks)**

Question 3

Examine the barriers you would anticipate in the transfer of learning resulting from mentoring/ coaching.

(25 Marks)

END OF THE PAPER