

BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING

Bachelor of Business Administration- Leadership and Change
Management

Mentoring, Coaching and Consulting

MC232

SPECIAL 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. Which of the following is not a learning theory?
 - A. Pedagogy
 - B. Cognitivism
 - C. Systems thinking
 - D. Behaviourism

2. Intellectual versatility skills are _____.
 - A. Are skills that involve scanning, evaluating, putting together information and drawing conclusions from data in order to conduct more effective coaching
 - B. Are a range of competencies that involve recognising, exploring and using ideas and practices to think logically and objectively about issues in question.
 - C. Involves gathering information from various sources and put that to good use when conducting mentoring/coaching
 - D. Involves communicating information, opinions, observations and conclusions so that they are understood and can be agreed upon by both the mentor and mentee, or the coach and those being coached

3. _____ is an advantage of training and development.
- A. Improved cumulative performance of the organization.
 - B. Time is required for both the learner and the coach.
 - C. Coached skills are not always followed up by opportunities to practice them permanently.
 - D. Expectations can be falsely raised.
4. _____ is not a rationale for mentoring and coaching intervention.
- A. Improves management of human resources
 - B. Individual learning helps organisations to remain competitive
 - C. Promotes efficiency, quality and customer satisfaction
 - D. Distinguish one learning theory from another
5. Which of the following is a technical competency?
- A. Computer competence
 - B. Change Management skills
 - C. Group process skills
 - D. Observation skills
6. Which of the following is a psychological barrier?
- A. Shyness
 - B. Resistance to change
 - C. Know it all
 - D. All of the above

7. Negative transfer occurs when _____.
- A. The participants fail to demonstrate the expected behavior
 - B. Participants use the behaviour taught in the course to solve problems in new settings
 - C. Where the information learned contains elements that are readily beneficial to the job, transfer is made easier
 - D. All of the above
8. Which of the following is a level of evaluation in Kirkpatrick's Model ?
- A. Reaction
 - B. Learning
 - C. Behaviour
 - D. All of the above
9. Typical work activities of a consultant involve _____.
- A. Carrying out research and data collection
 - B. Conducting analysis
 - C. Interviewing client's employees, management team and other stakeholders
 - D. All of the above
10. A disadvantage of internal corporate consulting is _____.
- A. It is often difficult to accurately measure the true costs and benefits of an internal consulting group
 - B. Internal relationship provides opportunities to keep certain corporate information private
 - C. It is likely that the time and materials cost of internal consultants is significantly less than external consultants operating in the same capacity
 - D. Internal consulting positions can be used to recruit and develop potential senior managers of the organisation

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. Coaching and mentoring can inspire and empower employees, build commitment, increase productivity, grow talent, and promote success.
2. Mentoring is similar to counseling.
3. Coaching has a broader focus than mentoring.
4. To be successful, a coach requires knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place.
5. Learning always refers to some systematic change in behaviour or behavioural disposition resulting from experience in some specified situation.
6. Pedagogy views learning as an association of a series of stimuli engineered by the mentor/coach, and the accompanying responses by learners.
7. Psychological barriers manifest themselves through observable attitudes and behaviours displayed by the mentee.
8. The two types of reinforcements are positive and neutral reinforcement.
9. Evaluation simply means determining the value of the mentoring/coaching intervention.
10. Comparative evaluation entails linking different programme elements with each other.

SECTION C SHORT ANSWERS QUESTIONS

[40 marks]

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

1. Explain the rationale for mentoring and coaching. **(5 marks)**
2. Briefly discuss technical competencies that enable the mentor/coach to mentor or coach. **(5 marks)**
3. Outline five psychological barriers. **(5 marks)**
4. What is meant by the term learning in mentoring, coaching and consulting? **(5 marks)**
5. Differentiate behaviourism and cognitivism. **(5 marks)**
6. A good mentor/coach must develop business competencies, and these have a strong management and administration base. Briefly explain such competencies. **(5 marks)**
7. What is mentoring? **(5 marks)**
8. Explain language barriers. **(5 marks)**

SECTION D ESSAY TYPE QUESTIONS

[40 marks]

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

Question 1

(20 marks)

Discuss the various mentoring techniques.

Question 2

(20 marks)

Examine the various transfer strategies.

Question 3

(20 marks)

Kago want to become a consultant. Explain in detail how Kago can become a consultant.