

**BOTSWANA COLLEGE OF DISTANCE
AND OPEN LEARNING
THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE
COMMONWEALTH
(VUSSC)**

Bachelor of Business & Entrepreneurship

Mentoring, coaching and consulting

MC232

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. _____ is a psychological barrier.
 - A. Shyness
 - B. Resistance to change
 - C. Know it all
 - D. All of the above

2. Negative transfer occurs when _____.
 - A. The participants fail to demonstrate the expected behaviour
 - 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

3. Which of the following is a level of evaluation in Kirkpatrick's Model?
 - A. Reaction
 - B. Learning
 - C. Behaviour
 - D. All of the above

4. 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



5. 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.
6. _____ is an advantage of training and development.
- A. Improved cumulative performance of the organisation.
 - 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.
7. The following are crucial for setting the coaching climate except _____.
- A. Set clear, quarterly standards with agreement regularly.
 - B. Following failures, mistakes, or setbacks.
 - C. Make the environment motivating.
 - D. Review expectations for development regularly.

8. 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
9. How can one integrate learner emotions within the learning process?
- A. When there should be similarity, that is, 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
10. _____ is not a form of programme evaluation.
- A. Comparative evaluation
 - B. Linking evaluation
 - C. Fundamental evaluation
 - D. Reaction evaluation

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. 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 of 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]

Answer all questions from this section.

Read the following statement and answer questions that follow.

1. Describe business consulting. **(5 marks)**
2. Explain the meaning of learning. **(5 marks)**
3. Distinguish behaviourism and cognitivism. **(5 marks)**
4. A good mentor/coach must develop business competencies, and these have a strong management and administration base. Outline such competencies. **(5 marks)**
5. Explain the stages for developing the coaching process. **(5 marks)**
6. Name advantages of internal corporate consulting. **(5 marks)**
7. Through a practical example interpret the model for measuring the effectiveness of training programmes by Donald Kirkpatrick. **(5 marks)**
8. Summarise mentoring techniques. **(5 marks)**



SECTION D ESSAY TYPE QUESTIONS

[40 marks]

There are three questions in this question. Question one is compulsory, answer any question from question 2 and 3.

Question 1

(20 marks)

Discuss various transfer strategies.

Question 2

(20 marks)

With the aid of an example discuss the steps that should be followed when setting up a consultancy business.

Question 3

(20 marks)

Write an essay on "how to become a consultant".