

BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF COMMERCE
GRADUATE SCHOOL OF BUSINESS
MASTER'S IN LEADERSHIP AND CORPORATE GOVERNANCE (MLC)
MOTIVATION, MENTORING AND COACHING (MLC 513)
EXAMINATION QUESTION PAPER
DURATION: 3 HOURS 30 MINUTES

 JUN 2023

INSTRUCTIONS AND INFORMATION TO CANDIDATES

1. Section A is compulsory and carries 40 marks.
 2. Answer Question One from Section A and any three (3) questions from Section B.
 3. The paper carries six questions.
 4. All questions in Section B carry equal marks of 20 each.
 5. The use of cell phones is not allowed in the exam.
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SECTION A: [COMPULSORY]

QUESTION 1

CASE STUDY: TAURAI

A senior member by the name of Taurai, of a world-renowned consultancy firm was unlikely to make it to Partnership level because- in the words of his colleagues- he “lacked sparkle.” Taurai was a very competent and able individual and found it difficult to understand what the issue was. Through the process of Personal Profiling, we identified the problem. Taurai was a very direct and open person who expected the facts to speak for themselves- he did not see any reason to sell either his ideas or himself internally to colleagues as he felt that they’ would surely see the point.’ Consequently, both he and his successes with clients were overlooked.

Following four and half days of coaching sessions of Transformational Leadership, Taurai reported that his colleagues were taking more notice of his ideas and he had been offered a Partnership.

Some would argue that leaders are born, not made but we do not subscribe to this view. We have coached many individuals in leadership skills and they have gone on to be effective leaders as a result of this coaching.

Skills that can be developed through coaching are:

- Inspiring others to perform to higher levels
- Stimulating others intellectually, questioning paradigms and challenging others to create alternative solutions.
- Empower people to solve their own problems.
- Provide opportunities for followers to become leaders.

Source: Human Factors International: enquiries@hfi.com

Required:

- a) The article above links leadership with coaching. Elaborate citing the facts of the case study.

(20 marks)

- b) In seeking to boost performance, there is need to ramp up motivation. In the case study, what are some of the skills relevant to this? **(20 marks)**

[Total: 40 marks]

SECTION B: *(Answer any three (3) questions from this Section).*

QUESTION 2

Motivation, Coaching and Mentoring are interlinked. Discuss. **[20 marks]**

QUESTION 3

Mentoring and Coaching are to some extent similar but different. Explain. **[20 marks]**

QUESTION 4

Discuss the differences between Intrinsic and Extrinsic Motivation. **[20 marks]**

QUESTION 5

State the issues that can go wrong when implementing a mentoring and coaching programme and therefore to be avoided. **[20 marks]**

QUESTION 6

How relevant is the Johari Window model to motivation? **[20 marks]**

END OF EXAMINATION PAPER