

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**  
**FACULTY OF COMMERCE**  
**GRADUATE SCHOOL OF BUSINESS**  
**MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE**  
**MOTIVATION, COACHING AND MENTORING (MLC 513)**  
**EXAMINATION PAPER**

**DURATION: 3 HOURS 30 MINUTES**

NOV 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]**

### **CASE STUDY: MENTORING AT THE ESSAR GROUP: INDIA**

The Essar Group was founded in 1969 by Messrs Shashi Ruia and Ravi Ruia with the construction of an outer breakwater in Chennai Airport. It quickly moved to capitalise on every emerging business opportunity, becoming India's first private company to buy a tanker in 1976. The Group also invested in a diverse shipping fleet and oilrigs, when the Government of India opened up the shipping and drilling businesses to private players in the 1980s. With the turn of the century the group has been consolidating and growing the businesses with mergers and acquisitions, new revenue streams and strategic geographical expansion.

With every milestone which the company achieved, it got closer to understanding the crucial needs of talent management and development. The need to nurture internal talent has been integral to Essar where, as put in by a senior manager, "environment is very conducive to self-development". Both Shashi and Ravi were father figures guiding us through the maze of professional and personal challenges.

As part of its performance management process every employee is entitled to receive coaching and mentoring from the immediate supervisor, who is exposed to various techniques with abundant resources like internally developed Essar book of coaching and mentoring, which helps share success stories of the coaches and mentors; coaching and mentoring summits where Essar coaches and mentors come together to laud and learn from successes across businesses and locations; and performance coaching where all Essar managers undergo performance enhancing workshops. The Essar certified coach for Essar managers undergo a 6-9 months programme. Select coaches are awarded the prestigious Essar Starfish Award.

*Source: Mentoring for Effective Positive Workforce, by Dr Ruchi Tewari and Dr Ritu Sharma published in Global Journal of Finance and Management, Volume 6, Number 1 (2014)*

#### ***Required:***

- a. As a consultant to the Essar Group, what can go wrong with the coaching and mentoring programme as management changes take place?  
(20 marks)
- b. In executing the coaching and mentoring programme, what major differences exist so that the two are not used interchangeably and thereby compromise effectiveness?  
(20 marks)

**[Total: 40 marks]**

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

**QUESTION 2**

The David Kolb model assists in the knowledge transfer process within mentoring and coaching. Elaborate while indicating the various learning cycles. [20 marks]

**QUESTION 3**

Given the rapid informalisation of the Zimbabwean economy, is there a role for coaching and mentoring? [20 marks]

**QUESTION 4**

Motivation is both Intrinsic and Extrinsic. Which one lends itself to more sustainability in the long run? [20 marks]

**QUESTION 5**

It has often been mentioned that 'money is the only motivator' at the work place. Analyse with a discussion on other non-monetary motivating factors you are familiar with. [20 marks]

**QUESTION 6**

Give a full description of the JOHARI window and indicate how it is applicable to efforts by business leaders to boost motivation. [20 marks]

**END OF EXAMINATION PAPER**