

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 , JUN 2024

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: IMPROVING EMPLOYEE ENGAGEMENT AT MASTERCARD

“You can change the entire look and feel of a company by making people realize they are not empowered to say no, they are empowered to say “yes,if”. This changes the bureaucracy, the culture, the passion, the purpose. It changes everything” says Ajaypal Singh Banga, CEO of Mastercard.

The Client:

Mastercard is a leader in global payments and a technology company. They are guided by their purpose manifesto and work to connect and power an inclusive digital economy that benefits everyone everywhere.

The Challenge:

In order to support the remit of “competing to win”, managers and leaders needed fully to incorporate coaching skills and behaviours into their management style. The Global Management Development Lead (GMDL) wanted to create the next step in the coaching journey for their leaders that:

- met Mastercard leaders where they were,
- explored strengths and opportunities for growth, and
- layered in the critical feedback skills that they were looking for.

The main objective was to improve employee engagement and measure progress via their annual Employee Engagement Survey(EES).

Source: . <http://www.performanceconsultants.com>

Required:

- (a) As a consultant to Mastercard , you need to dispel the commonly held belief that coaching is similar to mentoring. Discuss the main areas of difference. **(20 marks)**

- (b) In installing the coaching programme, what advice would you give to their management in terms of things that can go wrong? (20 marks)

[Total: 40 marks]

SECTION B: Answer any three [3] questions from this section.

QUESTION 2

Jia Lin presents the concept of Leadership in his Sun Tzu, Art of War (2003). Discuss the relevance of his approach to modern day practices. [20 marks]

QUESTION 3

Discuss Scouller's (2011) concept of self-mastery. [20 marks]

QUESTION 4

Intrinsic motivation is longer lasting compared to Extrinsic. Discuss justifying your answer. [20 marks]

QUESTION 5

It has often been mentioned that "money is the only motivator" at the work place. Analyse with a discussion of the Zimbabwean situation. [20 marks]

QUESTION 6

Explain how the David Kolb Experiential Learning Cycle benefits both Coaching and Mentoring. [20 marks]

END OF EXAMINATION PAPER