

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 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: THE EFFECTS OF COACHING ON EMPLOYEES AND ORGANISATIONAL PERFORMANCE.

In this complex and challenging business world, managing human capital is undoubtedly critical to a firm's success (Gurav and Muldakar, 2011; Nunez-Cacho and Grande, 2012). Thus, businesses are continuously seeking opportunities to improve their competitiveness. Coaching is one of many different human resource development practices that can help firms create an advantageous position with respect to competitors. In fact, Diedrich (1996) and McCracken and Heaton (2012) recognise the importance of coaching for employees and firms, viewing the practice as an important tool for career development. A growing number of businesses use coaching because the practice responds to the needs and demands of the workplace and is also effective in other ways, such as correcting and improving poor performance (Gravina and Siers, 2011) or conflict resolution in the workplace (Anderson, Rayner and Schyns, 2009). Moreover, Coaching can be used to accelerate career learning (Parker, Hall and Kram, 2008) or to ensure sustainable leadership (Boyatzis, Smith and Blaine, 2006).

Nevertheless, despite the growing popularity of coaching and their supporters' claim that the practice helps improve performance in both employees and organisations, the literature offers little empirical evidence regarding the effects of this practice (Agarwal, Angst and Magni, 2009). Thus, there is a need to explore this process and its effects empirically (Gray, Ekinici and Goregaokar, 2011). This lack of evidence raises doubts regarding whether the substantial investment in such programmes is justified. Researchers must also investigate the conditions guaranteeing its effectiveness and determine whether firms implementing this practice are following the optimal procedures. Most studies of this topic lack a theoretical framework, which reflects the immaturity of the body of research on the subject. Thus, if we can show that coaching can improve firm performance, then human resource managers would be able to justify using the practice. In this case, coaching would be a best practice that improves organisational performance regardless of other internal or external factors (Ely and Zaccaro, 2010; Huselid, 1993).

Source: P. Nunez-Cacho, D. Lorenzo and F. Grande (2015). Intangible Capital Journal.

Required:

- (a) The above case study implies that coaching may have a limited benefit to organisations since its effect has not been measured. Is this assertion factual? **(20 marks)**
- (b) When installing a coaching programme, what advice would you give of things that can go wrong in order to ensure that expected benefits accrue to the organisation? **(20 marks)**

[Total: 40 marks]

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

QUESTION 2

Describe the role played by leadership in creating the necessary motivation to take organisations to the next performance level. **[20 marks]**

QUESTION 3

Scouller's (2011) concept of Self-mastery is similar to Self-motivation. Elaborate how relevant this concept is. **[20 marks]**

QUESTION 4

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

QUESTION 5

Mentoring and Coaching are both Knowledge Transfer processes. Discuss the major similarities. **[20 marks]**

QUESTION 6

Explain how the Johari Window concept assists in ensuring that both mentoring and coaching achieve their objectives? **[20 marks]**

END OF EXAMINATION PAPER