



**PAN AFRICA CHRISTIAN UNIVERSITY
SCHOOL OF LEADERSHIP, BUSINESS AND INFORMATION
TECHNOLOGY
END OF SEMESTER EXAMINATION FOR THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP
JANUARY-APRIL 2018 SEMESTER**

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP

COURSE CODE: MAL623

COURSE TITLE: MENTORING AND COACHING

EXAM DATE: MONDAY 9th APRIL 2018 (5:00AM-MIDNIGHT)

DURATION: 2 HOURS

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- This paper has **Four (4)** questions
- Answer question **ONE** and any other **ONE** question

Question one (compulsory)

Developing Leaders at MAFWASA Airlines

Mafwasa Africa Airlines is keen on becoming a world class Airline. The leaders are aware that its success will depend on the weight and attention it gives to leadership development. The first step is to build and maintain a culture of success and to ensure that it hires the right people willing to uphold the values and beliefs. The institution recently engaged a consultant who recommended an extensive formal and informal mentoring program to improve the competencies of the employees. The CEO is particularly keen to ensure that all employees have role models who are prepared and enthusiastic to develop others. The CEO has handed the responsibility for coordination of mentoring to the Human Resource Manager (HRM).

- a) Discuss the necessity for mentoring in Mafwasa Airlines **(5 marks)**
- b) What dispositions should the HRM look for in identifying mentors for the employees?
(2 marks)
- c) Describe what the role of the mentor and mentee in Mafwasa Airlines should be
(3 marks)

Section B (Answer any one question)

“Mentoring is an important element for professional growth” discuss this statement using examples from your own experience in an organization. (10 marks)

Using examples, discuss how a leader can monitor progress and accountability of mentoring process in an organization (10 Marks)

“Reverse mentoring is increasingly becoming a common phenomenon in many organizations today.”

- i) Using appropriate examples and hypothetical situations, describe how reverse mentoring process occurs (7 Marks)
- iii) Explain three challenges leaders encounter with this form of mentorship (3 Marks)