



PAN AFRICA CHRISTIAN UNIVERSITY

SCHOOL OF LEADERSHIP, BUSINESS AND TECHNOLOGY

END OF SEMESTER EXAMINATION FOR THE DEGREE OF

MASTER OF ARTS IN LEADERSHIP

JANUARY-APRIL 2019 SEMESTER

CAMPUS: ROYSAMBU

DEPARTMENT: LEADERSHIP AND GOVERNANCE

COURSE CODE: MAL623

COURSE TITLE: MENTORING

EXAM DATE: TUESDAY 9TH APRIL 2019

TIME: 7:00PM-10:00PM

DURATION: 2 HOURS

MODE: ONLINE

INSTRUCTIONS

- Read the instructions and questions carefully before you write the answers.
- Answer **Question ONE** and any other **ONE** question
- *ALL PAC University's examination rules and regulations apply*

Question one (compulsory)

Developing Leaders at MAFWASA Airlines

You have recently been appointed as the CEO of Maghereza Ltd, a renowned organization that deals with the supply of ICT equipment in Eastern Africa. After three months of stay in the organization, you realize that the more experienced top and middle management do not work closely with the new employees who joined the organization two years ago. This is due to many factors such as age, experience and generally differences in worldview. The young members consist of very agile and enthusiastic men and women with a potential to take the organization far. You believe that the two groups need to work closely to tap into each other's potential. You have called for a meeting to discuss with your senior staff the possibility of instituting a mentorship and coaching program in the organization because you believe it can help bridge the gap but also because you have noted that most of the top leadership and middle management are in their mid-forties and are due for exit in a few years. You believe this program can meet the organization's need for succession planning. Your agenda must include the following:

- a) Discuss the necessity for mentoring and coaching in Maghereza Ltd. (5 marks)
- b) Identify and discuss with reasons the mentoring needs for each group in the Maghereza firm (3 Marks)
- c) Explain to the staff the expected roles of the mentor and mentee (3 marks)

- d) Explain the dispositions that will guide you in pairing the mentors and mentees (2 marks)

Section B (Answer any one question)

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

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

4. “Reverse mentoring” is current necessity we must live with in organizations. Discuss this statement using examples from your own experience (10marks)

5.

i) Using appropriate examples and hypothetical situations, describe how you would direct a reverse mentoring process (7 Marks)

iii) Explain three challenges leaders encounter with this form of mentorship (3 Marks)