

SUBJECT –Mentoring and Coaching

SUBJECT CODE – 411

Date : 14-05-2026

Pattern: 2024

Duration: 150 min

Max Marks: 50

Time: 10.00am to 12.30pm

Instructions for students :

1. Marks are indicated for each question.
 2. Handwriting should be eligible for evaluation.
 3. Marks will be given for quality, not quantity.
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Q.1) Solve any five from the following questions. (Each question carries 2 marks). (10 Marks)

1. Which of the following focuses primarily on short-term performance improvement?
 - a) Mentoring
 - b) Coaching
 - c) Succession Planning
 - d) Counselling
2. The mentor's primary way of helping the protégé is to:
 - a) Give answers directly
 - b) Take over tasks
 - c) Share experience and guide career paths
 - d) Perform appraisals
3. In coaching, the "GROW" model stands for:
 - a) Goal, Reality, Options, Will/Way forward
 - b) Growth, Review, Objectives, Work
 - c) Goal, Research, Options, Will
 - d) Gain, Reality, Opportunity, Win
4. A key differentiator between a coach and a mentor is that a coach:
 - a) Must be superior in rank
 - b) Does not need to be a subject matter expert
 - c) Focuses on career planning
 - d) Provides career sponsorship
5. Explain the term in Fuel Model?
6. What is a "Protege"?
7. List two benefits of mentoring to the organization.

8. What is the role of empathy in coaching?

Q2. Give Answers of Following (any two) [5x 2= 10 Marks]

1) Give the difference between the role of a mentor and the role of a coach in employee development.

2) Summarize the characteristics of an effective mentor. What are the key skills a mentor should possess?

3)

Q.3) 1) "Coaching is performance-focused, while mentoring is career-focused." Critically analyse this statement, highlighting the key differences between mentoring and coaching.

OR

Q.3) Explain Kolb's Experiential Learning Model and its application to mentoring relationships.

Q.4) Design a formal mentoring Program for effective implementation of strategies and tactics. **(10 Marks)**

OR

Q.4) How can a mentor build trust and rapport with a mentee? Discuss with examples **(10 Marks)**

Q5. Case Study: "The Reluctant Mentor" (10 Marks)

XYZ Corporation is experiencing high turnover among junior engineers. The HR department implements a formal mentoring program, pairing young engineers with senior management. However, Mr. Sharma, a brilliant but old-school technical manager, is reluctant to mentor. He believes in "learning by doing" and feels mentoring is a waste of time, as junior engineers should learn by observation. He often avoids his protégé.

Questions:

1. Analyse the reasons for Mr. Sharma's reluctance from an organizational culture perspective.
2. As an HR Manager, how will you convince Mr. Sharma of the benefits of mentoring for both him and the organization?
3. Design a short-term intervention to make the mentoring relationship successful.

OR

Q.5) Case Study: (10 Marks)

A manufacturing company struggling with high defect rates in production. An automotive firm implementing Industry 4.0, requiring senior operators to learn new digital

tools. A plant manager trying to bridge the generation gap between retiring experts and new hires.

Questions:

1. Identify the most effective mentoring structure (e.g., peer-to-peer, reverse, or one-on-one) to facilitate technical knowledge transfer from retiring experts to junior operators.
2. How can a "coach-as-manager" approach reduce operational downtime and improve quality control in assembly lines?
3. How can mentoring programs be structured to improve safety compliance and reduce workplace accidents in high-risk manufacturing environments?