



NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION : DIPLOMA IN TVET MANAGEMENT	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: MOD620S	COURSE NAME: MANAGEMENT OF ORGANISATIONAL DEVELOPMENT AND LEARNING
DATE: NOVEMBER 2022	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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MODERATOR:	Ms Indepentia de Waldt

<p style="text-align: center;">INSTRUCTIONS</p> <ol style="list-style-type: none">1. This paper consists of 2 sections with 4 questions2. All the questions are compulsory3. Read all questions carefully before answering.4. Number your answers clearly.5. Make sure your student number appears on the answering script provided.
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PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A: SHORT QUESTIONS

QUESTION 1 – Multiple Choice Questions [10]

Choose the *most suitable* answer in the letters: a, b, c or d from the questions below:

1.1 Key stakeholders for Work Integrated Learning consist of: -

- a. Learner
- b. Institution
- c. Workplace
- d. All of the above

1.2 The primary focus of strategic management is:

- a. Strategic analysis
- b. The total organisation
- c. Strategy formulation
- d. Strategy implementation

1.3 What is Management?

- a. It is a plan to organise people.
- b. An activity to ensure effective output.
- c. An act of organising strategic development.
- d. An act of executing/putting policies and plans into practice

1.4 Work Integrated Learning is also referred to as _____

- a. Cooperative Education
- b. Adult Education
- c. Distance Education
- d. Industry Education

1.5 An organisation's strategy:

- a. Remains set in place longer than the mission and objectives
- b. Is generally formed after a situational analysis is done
- c. Tends to be formed at the same time the mission is developed and objectives are formulated
- d. Is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years

- 1.6** When defining strategic management, the most important thing to remember is that it is:
- a. Not as easy as you think
 - b. Mainly the province of senior managers
 - c. A living evolving process
 - d. More conceptual than practical
- 1.7** Organisational Development process is cyclical and ends when: -
- a. Desired development result is obtained
 - b. Plan is implemented
 - c. Data is gathered
 - d. Problem is identified
- 1.8** People's perceptions and attitudes about the organisation represent: -
- a. Organisational Behaviour
 - b. Organisational Climate
 - c. None of the above
 - d. Both a and b
- 1.9** _____ are the building blocks of organisations.
- a. Individuals
 - b. Systems
 - c. Work teams
 - d. All of the above
- 1.10** Organisational Development seeks to improve functioning of _____
- a. Individuals
 - b. Teams
 - c. Organisations
 - d. All of the above

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 - Basic Concepts of Management of Organisational Development and Learning [27]

2.1 Briefly explain the concepts below using your own words. Provide real examples to show your understanding of the concepts.

2.1.1 Career Planning (3)

2.1.2 Career Development (3)

2.1.3 Career Management (3)

2.1.4 Organizational Design (3)

2.1.5 Organisational Development (3)

2.2 Discuss the difference between the Organisational Development concepts below.

2.2.1 Individual and Group Intervention. (6)

2.2.2 Work-based learning and Work-integrated learning (6)

QUESTION 3 – Case Study on the nature and significance of management [35]

3. Ondjupa VTC is a highly reputable training provider. Different functions are performed by different individuals in this institution, who are bound together in a hierarchy of institutional relationships. Every individual in the hierarchy is responsible for successful completion of a particular task. Mr. Hei is responsible for the welfare and survival of the organisation. He formulates overall organisation goals and strategies for their achievement. Mr. Gaseb ensures that quality of output is maintained, wastage of materials is minimised and safety standards are maintained. Mr. Toivo assigns necessary duties and responsibilities to the personnel and motivates them to achieve desired objects.

Mr. Hei has created an internal environment which is conducive to an effective and efficient performance of his team of managers. A typical day at work in Mr. Hei's life consists of a series of interrelated and continuous functions. He decides the targets in line with the objectives of the organisation. The future course of action for his team members is laid out well in advance. The various resources required by the by all managers like and laptops, asset registers, brochures, etc. are made readily available to them. The managers are given sufficient authority to carry out the work assigned to them. Mr Hei works in close coordination with the Human Resource Manager in order to ensure that he is able to create and maintain a satisfactory and satisfied workforce in his department. Through constant guidance and motivation, Mr Hei inspires them

to realize their full potential. He offers them various types of incentives from time to time keeping in view their diverse individual needs. Moreover, he keeps a close watch on their individual performance in order to ensure that they are in accordance with the standard set and takes corrective actions whenever needed.

- 3.1 Briefly identify the management concept in this study and explain the overall picture portrayed by this case study. (6)
- 3.2 At what levels of management are Mr. Hei, Mr. Gaseb and Mr. Toivo working in Ondjupa VTC? Justify your answer. (9)
- 3.3 Describe the various functions of the concept as identified in **Question 3.1** by quoting lines from the Case Study. (10)
- 3.4 Discuss the key steps managers would follow to develop Career Path in a reputable institutions such as Ondjupa VTC. (10)

QUESTION 4 – Work Integrated Learning and Models [28]

- 4.1 Identify and briefly discuss the different stages and roles of the key stakeholders in a Multi-Stakeholder Work Integrated model. (18)
- 4.2 Discuss the following different types of Work Integrated Learning. (10)
 - 4.2.1 Internship (2)
 - 4.2.2 Practice-based learning (2)
 - 4.2.3 Work experience (2)
 - 4.2.4 Cooperative education (2)
 - 4.2.5 Industry placement (2)

TOTAL [100]