



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF TECHNICAL VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION: DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING : TRAINER	
QUALIFICATION CODE: 06DTVT	LEVEL: 6
COURSE CODE: MTV620S	COURSE NAME: MANAGEMENT OF TVET
SESSION: NOVEMBER 2022	PAPER: (PAPER 1)
DURATION: 2 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
1. Answer ALL the questions. 2. Read all the questions carefully before answering. 3. Number the answers clearly

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

Question 1**(10)**

Read the following statements and indicate **true** if you agree with the statement and **false** if you do not agree.

- 1.1 Collective bargaining is the process in which employees, through their trade unions, negotiate better working conditions and benefits with their employers.
- 1.2 The vision, mission and values are important because they help develop an organisation's strategic plan.
- 1.3 Autocratic leadership is a leadership style in which group members take a more participative role in the decision-making process.
- 1.4 Management skills involves technical, human, and conceptual skills.
- 1.5 The lower or first-line managers at a VTC are responsible for setting the vision, mission, and values of a strategic plan.
- 1.6 Performance management is a system used to appraise employees regularly and to identify their training needs.
- 1.7 Continuous professional development is an ongoing process and helps trainers to improve their lesson delivery and Centre Managers to be better administrators.
- 1.8 Content knowledge relates to how the TVET trainer prepares, delivers and teaches the theory and practice lessons in the classroom and workshop.
- 1.9 Work Integrated Learning (WIL) incorporates the trainee, the VTC/TP and the industry.
- 1.10 The different levels of management at a VTC/Training Provider (TP) are: top-level management, middle-level management and lower or first-level management.

Question 2**(20)**

Answer the following Multiple-Choice Questions.

- 2.1 The Continuing Professional Development Cycle consists of the following steps:
 - a. Identifying and planning
 - b. Learning activities
 - c. Reflecting on learning
 - d. Applying learning
 - e. Sharing learning
 - f. None of the above
 - g. All of the above

- 2.2 The _____ must visit the trainees on Industrial Attachment and should contact the company/organisation to find out the trainee's performance.
- Liaison/Placement Officer
 - Trainer
 - Trainee
- 2.3 The _____ at a VTC is responsible for implementing the strategic plan.
- Top level management
 - Middle management
 - Lower or first-line management
- 2.4 The advantages of using teams in organisations include:
- Innovation
 - Speed
 - Cost
 - Quality
 - None of the above
 - All of the above
- 2.5 _____ refers to the formal placement of trainees in the workplace environment to facilitate the achievement of specific knowledge and skills that would initially lead to their employability upon completion of their training.
- Industrial attachment
 - Work environment
 - Industrial planning
 - Pedagogical practice
- 2.6 Employees and employers in an organisation achieve the set goals through a combination of individual and team-driven efforts is an example of _____.
- Collective bargaining
 - Negotiation
 - Collaboration
- 2.7 The fundamental functions of a Manager at a VTC include:
- Planning
 - Organising
 - Leading
 - Controlling
 - None of the above

- f. All of the above
- 2.8 The _____ deals mainly with long-term planning, leading and monitoring the VTC's general performance.
- a. Top level management
 - b. Middle management
 - c. Lower or first-line management
- 2.9 _____ in a strategic plan are statements which describe what the organisation believes in and how the employees are expected to behave with respect to each other and the stakeholders.
- a. Vision
 - b. Mission
 - c. Values
 - d. SWOT analysis
 - e. Strategic goals
- 2.10 According to the Procedures and Guidelines for the implementation of Work-Integrated Learning (WIL) the main types of WIL in Namibia, are:
- a. Recognition of Prior Learning (RPL)
 - b. Industrial Attachment
 - c. Apprenticeship
 - d. None of the above
 - e. All of the above

(10x2 = 20)

Question 3

(30 marks)

Mr Thomas was recently appointed as the Centre Manager at ABC Vocational Training Centre. Prior to joining ABC VTC, he worked as trainer. As part of his introduction, he met with Middle Management (the different Heads of Department) to understand the organisational culture of ABC VTC. As a result of this engagement, he was informed that employees are not motivated. Reasons provided were that the previous Centre Manager had an autocratic leadership style, trainees are underqualified, employees tend to work in isolation and that there are no continuous professional development opportunities.

- 3.1 Discuss in detail at least five (5) leadership skills Mr Thomas would need to lead the team at ABC VTC. **(10 marks)**
- 3.2 Explain at least five (5) ways Mr Thomas can build solid and positive relationships at ABC VTC. **(10 marks)**
- 3.3 Discuss five (5) areas how team performance can be improved at ABC VTC. **(5 x 2 = 10)**

Question 4**(20 marks)**

You were recently appointed as Centre Manager at a Vocational Training Centre (VTC), which has been operational for more than five years. You have observed that the VTC does not have a strategic plan and lacks policies to guide the operations of the VTC.

- 4.1 Discuss the importance of a strategic plan for a VTC. **(2 marks)**
- 4.2 Explain the importance of organisational policies and give two examples of policies a VTC should have. **(4 marks)**
- 4.3 You, in close cooperation with Middle Management, are developing the strategic plan of the VTC. Explain in detail:
 - a. at least three (3) elements your strategic plan should contain **(6 marks)**
 - b. two (2) strategies you would use to implement the strategic plan **(2 marks)**
 - c. at least two (2) communication strategies you would develop and implement to communicate the strategic plan **(2 marks)**
 - d. how you would monitor and evaluate the targets set in the strategic plan and provide two (2) examples of how you would communicate progress. **(4 marks)**

Question 5**(20 marks)**

- 5.1 Provide at least five (5) reasons why it is essential to integrate Work Integrated Learning (WIL) / Industrial Attachment in the TVET system? **(5x2 = 10 marks)**
- 5.2 Discuss the implementation procedures during Industrial Attachment. **(10 marks)**

END