



**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 TRAINER	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: MOD620S	COURSE NAME: MANAGEMENT OF ORGANISATIONAL DEVELOPMENT AND LEARNING
DATE: NOVEMBER 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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<p style="text-align: center;">INSTRUCTIONS</p> <ol style="list-style-type: none">1. This paper consists of 2 sections with 6 questions.2. All the questions are compulsory.3. 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: MULTIPLE CHOICE QUESTIONS

QUESTION 1 - Short Questions [10]

Question 1 consists of 10 multiple choice questions. For each question there are four possible answers **a, b, c and d**. Choose the one you consider correct. Just write the question number and the letter of your choice. E.g., **1. d**.

1.1 Organisational Development is aimed at: -

- a. Enhancing congruence between organisational structure, processes, strategy, people and culture.
- b. Developing new and creative organisational solutions.
- c. Developing the organisation's self-renewing capacity.
- d. All of the above.

1.2 OD values generally tend to be: -

- a. Humanistic
- b. Democratic
- c. Optimistic
- d. Only a and b

1.3 The Unfreezing-Moving-Refreezing model of change was given by: -

- a. Kurt Lewin
- b. George Litwin
- c. Rensis Likert
- d. Jane Mouton

1.4 A change that alters some features of an organisation is referred to as: -

- a. Transformational Change
- b. Structural Change
- c. Adaptive Change
- d. None of the Above

1.5 Participation and Empowerment are two important foundations of OD.

- a. True
- b. False
- c. Only Participation is a foundation.
- d. Only Empowerment is a foundation.

1.6 People's perceptions and attitudes about the organization represent: -

- a. Organisational Behaviour
- b. Organisational Climate
- c. None of the above
- d. Both a and b

1.7 Organisation deals with _____ and _____ problems.

- a. People and Work System
- b. People and Customer
- c. Work System and Customer
- d. People and strategic

1.8 The OD Practitioner plays the role of a _____

- a. Facilitator
- b. Educator
- c. None of the above
- d. Both a and b

1.9 _____ are the building blocks of organisations.

- a. Work teams
- b. Individuals
- c. Systems
- d. None of the above

1.10 Organisational development as an intervention programme is basically a _____ approach.

- a. top-to-bottom
- b. horizontal

- c. bottom-to-top
- d. None of the above

SECTION B: STRUCTURED QUESTIONS

QUESTION 1 - Management of Organisational Development Concepts. [20]

1. Write short notes to clarify the concepts below. Use real examples from TVET to support your answers.

1.1 Management (4)

1.2 Organisational Development (4)

1.3 Change Management (4)

1.4 Strategic Management (4)

1.5 Change Planning (4)

QUESTION 2 - Career Path Development [18]

2.1 Briefly explain the key steps a TVET employee should follow to developing his/her own Career Path in a TVET institution. (10)

2.2 Write short notes to explain the importance of Career Path Development for:

2.2.1 The employee in TVET. (4)

2.2.2 The employer in TVET. (4)

QUESTION 3 - Organisational Development Concepts and Approaches. [16]

Briefly differentiate between the following Organisational Development (OD) concepts and approaches.

3.1 Change Management vs. Change Leadership. (6)

3.2 Performance Management vs. Performance Appraisal. (6)

3.3 OD Diagnosis vs. OD Intervention. (4)

QUESTION 4 - Workplace Integrated Learning (WIL). [20]

- 4.1 What is the primary objective of Workplace Integrated Learning (WIL), and how does it benefit students and organisations? (5)
- 4.2 Describe the key components of a successful WIL program in TVET institutions. (7)
- 4.3 What are the potential challenges that students might face during their WIL experience and how can they overcome them? (8)

QUESTION 5 - Case Study Scenario in Organisational Development (OD) in TVET. [16]

Scenario:

ABC Institute is a Technical and Vocational Education and Training (TVET) institution that offers various programmes in fields such as engineering, healthcare and information technology. Over the years, the institute has faced several challenges, including declining enrolment, outdated curriculum, and low employee morale. The management has decided to embark on an Organisational Development (OD) initiative to address these issues and ensure the institute's long-term success.

Questions:

- 5.1 What are the primary challenges faced by ABC Institute in the TVET sector, and why is OD necessary to address these challenges? (4)
- 5.2 Identify the steps ABC Institute should take to initiate the OD process effectively. (5)
- 5.3 How can ABC Institute address the issue of declining enrolment as part of its OD initiative? (5)
- 5.4 Mention any two strategies that ABC Institute can implement to update its outdated curriculum? (2)

TOTAL MARKS: 100

END OF EXAMINATION PAPER