



**PAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION**

**DEPARTMENT OF TECHNICAL, VOCATIONAL EDUCATION AND TRAINING**

<b>QUALIFICATION: DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING: TRAINER</b>	
<b>QUALIFICATION CODE: 06DTVT</b>	<b>LEVEL: 6</b>
<b>COURSE CODE: MTV620S</b>	<b>COURSE NAME: MANAGEMENT OF TVET</b>
<b>SESSION: DECEMBER 2025</b>	<b>PAPER: 2</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>SECOND OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DR INDEPENTIA DE WALDT</b>
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<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>

**THIS SECOND OPPORTUNITY EXAMINATION QUESTION PAPER CONSISTS OF 4 PAGES  
(Including this front page)**

**Question 1****(10 marks)**

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

- 1.1 Planning, organising, leading, and controlling are fundamental functions of a Manager at a VTC. **(1 mark)**
- 1.2 There are two management levels at a VTC, namely: Middle Management and Lower-level or first-line Management. **(1 mark)**
- 1.3 Employees at a VTC do not need Continuous Professional Development (CPD). **(1 mark)**
- 1.4 A VTC can operate without a strategic plan. **(1 mark)**
- 1.5 PESTLE analysis in strategic planning refers to political, economic, social, technological, legal, and environmental factors. **(1 mark)**
- 1.6 Organisational values refer to establishing long-term and short-term goals. **(1 mark)**
- 1.7 There is no need to monitor and evaluate the targets once a strategic plan has been implemented. **(1 mark)**
- 1.8 An organisational policy is a written statement or set of statements that describes principles, requirements, and limitations, and is characterized by indicating “what” needs to be done rather than how to do it. **(1 mark)**
- 1.9 The Head of Administration and Finance is responsible for setting the strategic direction at a VTC. **(1 mark)**
- 1.10 The Board of Directors at a VTC is responsible for the day-to-day management of the VTC. **(1 mark)**

**Question 2****(5 marks)**

Match the definition on the right with the correct leadership style on the left. Only write down the number: example: 1. e.

	Leadership Style	Definition
1	<b>Autocratic leadership</b>	a. Leaders promote compliance by followers through both rewards and punishments
2	<b>Democratic leadership</b>	b. These types of leaders, generally have all the power, authority, and responsibility in an organisation
3	<b>Laissez-faire leadership</b>	c. A leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change
4	<b>Transactional leadership</b>	d. Leaders make a few decisions and allow their staff to choose appropriate workplace solutions.
5	<b>Transformational leadership</b>	e. A type of leadership style in which members of the group take a more participative role in the decision-making process

**Question 3****(14 marks)**

- 3.1 Differentiate between management and leadership. **(4 marks)**
- 3.2 Discuss the three types of skills essential for managers at a Vocational Training Centre. **(6 marks)**
- 3.3 Interpersonal skills are defined as the behaviors and tactics a person uses to interact effectively with others. Mention four (4) benefits of interpersonal skills for a leader at a VTC. **(4 marks)**

**Question 4****(16 marks)**

Continuous Professional Development (CPD) refers to the learning activities that professionals undertake to develop and enhance their skills and abilities.

- 4.1 Mention six (6) reasons why CPD is important. **(6 marks)**
- 4.2 Explain the five (5) steps in the CPD cycle. **(10 marks = 1 mark for correct step and 1 mark for correct explanation)**

**Question 5****(14 marks)**

Namibian industries are beginning to demand new skill sets, such as Green Hydrogen, that Khomas VTC is currently not equipped to provide. Mr Shiimi, the Centre Manager at Khomas VTC, has decided to appoint a committee to work together as a group to address this issue.

- 5.1 Mention four (4) reasons why Mr Shiimi decided to establish this committee/group. **(4 marks)**

- 5.2 Explain the five (5) stages this committee/group will go through to achieve the desired outcome. **(10 marks = 1 mark for the correct stage mentioned, one mark for the correct explanation)**

**Question 6 (20 marks)**

- 6.1 Mention four (4) benefits of strategic planning. **(4 marks)**
- 6.2 Discuss at least five (5) components that a strategic plan should contain. **(10 marks)**
- 6.3 Mention six (6) steps for successful strategy implementation. **(6 marks)**

**Question 7 (21 marks)**

Work-Integrated Learning (WIL) has been identified as a means of equipping graduates with the attributes that make them work-ready. There are three different phases during WIL: the planning phase, the implementation phase, and the evaluation phase.

- 7.1 Explain the roles and responsibilities in the WIL planning phase of: **(9 marks)**
- a. Liaison / Placement Officer **(4 marks)**
  - b. Workshop Trainer **(2 marks)**
  - c. Trainees **(3 marks)**
- 7.2 Mention any six (6) activities that will happen during the evaluation phase of WIL. **(6 marks)**
- 7.3 Explain the importance of Work Integrated Learning. **(6 marks)**

**TOTAL MARKS = 100**

**-END-**