



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

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

<b>QUALIFICATION : DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING : MANAGEMENT</b>	
<b>QUALIFICATION CODE:</b> 06DTVM	<b>LEVEL:</b> 6
<b>COURSE CODE:</b> MOD620S	<b>COURSE NAME:</b> MANAGEMENT OF ORGANISATIONAL DEVELOPMENT AND LEARNING
<b>SESSION:</b> DECEMBER 2025	<b>PAPER:</b> PAPER 2
<b>DURATION:</b> 3 HOURS	<b>MARKS:</b> 100

<b>SECOND OPPORTUNITY EXAMINATION PAPER</b>	
<b>EXAMINER(S):</b>	Mr. Benhardt U Kauteza
<b>MODERATOR:</b>	Dr. Independia de Waldt

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer <b>all questions</b>.</li><li>2. Read all the questions carefully before answering.</li><li>3. This paper consists of Sections A and B with a total of six questions.</li><li>4. Make sure your name and surname, question number and the date appear on the answer script.</li><li>5. Number the answers clearly.</li><li>6. Please ensure that your writing is legible, neat and presentable</li></ol>

**THIS MEMORANDUM CONSISTS OF 6 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 only the one letter you consider correct. E.g., 1. D.

#### 1.1 A core belief of the WIL philosophy is that:

(1 mark)

- A. Learning should only happen in the classroom
- B. Work experience must be disconnected from theory
- C. Learning is most powerful when theory and practice are integrated
- D. Students should work without academic guidance

#### 1.2 Why is the WIL philosophy important for students?

(1 mark)

- A. It reduces the need for assessment
- B. It equips them with employability skills and practical competence
- C. It focuses only on theoretical knowledge
- D. It removes workplace supervision

#### 1.3 The philosophy underpinning WIL emphasizes:

(1 mark)

- A. Purely theoretical learning without practice
- B. Workplace training without academic supervision
- C. Integration of academic knowledge with real-world experience
- D. Memorization of textbooks only

#### 1.4 When analysing a WIL strategic plan, which factor is most important?

(1 mark)

- A. Ensuring only students benefit
- B. Reducing the role of employers
- C. Focusing only on assessment methods
- D. Alignment with institutional goals and industry needs

- 1.5 One major impact of WIL on students is:** (1 mark)
- A. Limited exposure to workplace culture
  - B. Development of employability skills and confidence
  - C. Reduced opportunities for reflection
  - D. Dependence only on theory
- 1.6 Which of the following is an example of a boundaryless career path?** (1 mark)
- A. Moving across different companies and industries for growth
  - B. Staying in one organisation until retirement
  - C. Advancing in one role without change
  - D. Refusing to take new opportunities
- 1.7 Succession planning in career path management ensures:** (1 mark)
- A. That only external candidates fill leadership roles
  - B. Future leadership is developed from within the organisation
  - C. Promotions are based purely on seniority
  - D. Career stagnation for high performers
- 1.8 A major risk of not managing career paths effectively is:** (1 mark)
- A. Higher staff retention
  - B. Loss of talent due to unclear growth opportunities
  - C. Increased employee motivation
  - D. Strengthened organisational culture
- 1.9 Which of the following is an impact of WIL on higher education institutions?** (1 mark)
- A. Stronger industry partnerships and curriculum relevance
  - B. Reduced accountability to stakeholders
  - C. Less emphasis on student employability
  - D. Disconnection between learning and practice

**1.10 A challenge often faced when implementing WIL is:****(1 mark)**

- A. Balancing student workload with workplace expectations
- B. Lack of students interested in work experience
- C. Too many industry partners volunteering
- D. Reducing academic support structures

**QUESTION 2 - Matching Questions****[10]**

Match each of the Key Concepts with its corresponding Descriptions in the table below:

e.g. 1. E

Key Concepts	Descriptions
1. Organisational Development	A. Practical steps including placement agreements, supervision, orientation, and integration into curricula.
2. Career Management	B. Effort to improve organisational culture, processes, and performance through planned change.
3. Developing Career Paths	C. Assessing the outcomes of WIL to ensure quality, relevance, and continuous improvement.
4. Managing Career Paths	D. Responsibilities of students, employers, and academic staff in ensuring WIL success.
5. Career Planning Tools	E. Continuous process where individuals set goals, assess skills, and monitor progress in their careers.
6. WIL Philosophy	F. Includes career counselling, mentorship, skills inventories, and succession planning to support career growth.
7. Strategic Plans for WIL	G. Reviewing institutional goals and policies to ensure WIL is embedded into programmes effectively.
8. Impacts of WIL on Stakeholders	H. Establishing progressive routes that guide employees' advancement within an organisation.
9. WIL Implementation Procedures	I. Systematic process of aligning employee growth with organisational strategies through training, promotion, and mentoring.
10. Evaluation of WIL Programmes	J. The idea that learning is most powerful when academic theory and practical workplace experience are integrated.
	K. Provides benefits such as employability for students, skilled graduates for employers, and stronger partnerships for institutions

## SECTION B: STRUCTURED QUESTIONS

### QUESTION 1 - Key MOD concepts, Organisational Development (OD) and Career Management. [20]

- 1.1 Explain the concept of *Management of Organisational Development (MOD)* and its significance in a TVET institution. (4)
- 1.2 Identify and describe *three key concepts of MOD* that support effective organisational functioning. (6)
- 1.3 Explain in detail how Organisational Development (OD) initiatives contribute to staff motivation and performance in a TVET institution. Provide at least two specific examples of OD initiatives. (6)
- 1.4 Describe *two strategies* that a TVET institution can implement to support career development. (4)

### QUESTION 2 - Managing Career Paths and Career Management [20]

You are a Human Resource officer at a Technical and Vocational Education and Training (TVET) institution. The management wants to improve staff motivation and retention by focusing on career development.

- 2.1 Explain the process of developing career paths for staff in a TVET setting. Provide practical examples relevant to TVET institutions. (10)
- 2.2 Discuss strategies for managing career paths effectively to ensure career growth and institutional performance. Provide practical examples relevant to TVET institutions. (10)

### QUESTION 3 - Implementation Procedures, and Evaluation of WIL Programmes [20]

You are a TVET college administrator tasked with reviewing the Work Integrated Learning (WIL) programme for your students.

- 3.1 Describe the key procedures for implementing a successful WIL programme in a TVET setting. (10)
- 3.2 Explain how the effectiveness of a WIL programme can be evaluated, including at least three evaluation methods and their benefits. (10)

**4. CASE STUDY**

**Read the Case Study below and answer the questions which follow.**

**Background**

Namibia Technical College runs a WIL program for its Electrical Engineering and Automotive students. Recently, the college received feedback from industry partners that some students lack practical skills and workplace readiness. To address this, the college developed a strategic plan to improve WIL implementation, including stronger mentorship, better monitoring, and enhanced pre-placement preparation.

The plan involved:

1. Conducting surveys with employers to identify skill gaps.
2. Designing workshops on teamwork, communication, and safety.
3. Establishing clear supervision and feedback mechanisms.
4. Aligning student tasks with curriculum outcomes.
5. Evaluating student performance and employer satisfaction post-placement.

**Answer the following questions:**

- 4.1** Explain how the philosophy of WIL is applied in GreenTech TVET College's program and why it is important for students. **(10)**
- 4.2** Analyse how the college's strategic plan for WIL addresses the identified skill gaps. **(6)**
- 4.3** Discuss the potential impacts of Namibia Technical College's improved WIL program on students at the college. **(4)**

**TOTAL [100 MARKS]**

**[End of Paper]**