



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION

DEPARTMENT OF TECHNICAL AND 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 2024	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION 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 4 PAGES (Including this front page)

Question 1 (8 marks)

Organisational policies are written statements or statements describing principles, requirements, and limitations and are characterized by indicating “what” needs to be done. Developing organizational policies, requires certain steps to successfully implement policies.

1.1 Below are the steps involved in developing organizational policies. The steps are scrambled. Arrange them in the correct chronological order.

1. Maintenance and Review
2. Research
3. Drafting
4. Approval
5. Needs Analysis
6. Communication
7. Consultation with stakeholders
8. Implementation

Question 2 (5 marks)

Match the definitions in Column B with the leadership styles in Column A

	Column A	Column B
2.1	Autocratic leadership style	A type of leadership style in which group members take a more participative role in the decision-making process.
2.2	Transformational leadership style	This leader generally has an organisation's power, authority, and responsibility.
2.3	Transactional leadership style	Leaders make few decisions and allow their staff to choose appropriate workplace solutions.
2.4	Democratic leadership style	A leader works with teams to identify needed change, create a vision to guide the change through inspiration and execute the change.
2.5	Laissez-faire leadership	Leaders promote compliance by followers through both rewards and punishments.

Question 3 (19 marks)

Mr lita was appointed as Centre Manager and will join XYZ Vocational Training Centre (VTC), a public VTC, in November 2024. Before this, Mr lita was a Trainer at Solutions VTC, a private VTC.

- 3.1 Discuss ten leadership skills required for Mr lita to lead successfully at XYZ VTC.
(10 marks)
- 3.2 Discuss the different management levels at a Vocational Training Centre. Provide one example of each. (9 marks)

Question 4 (22 marks)

Read the scenario below and answer the questions that follow:

Mr Indongo joined Sahara VTC as Centre Manager eight months ago. During his meetings with staff, he was informed that the Centre does not have a strategic plan. Mr Indongo took it upon himself to develop the strategic plan. During one of his staff meetings, he presented the plan and informed staff that the strategic plan should be implemented immediately. Staff are unhappy and resisting the changes proposed. Some staff are looking for employment opportunities.

- 4.1 Critically analyse Mr Indongo's approach to developing and implementing the Centre's strategic plan. **(4 marks)**
- 4.2 If you were Mr Indongo, what would you have done differently in developing and implementing Sahara VTC's strategic plan? **(5 marks)**
- 4.3 Discuss at least five components in Sahara VTC's strategic plan. **(10 marks)**
- 4.4 Mention three possible reasons why staff are resisting the change. **(3 marks)**

Question 5 (8 marks)

Read the scenario below and answer the questions that follow:

CC Vocational Training Centre has existed since 2014 as the only VTC in the Hardap region. CC VTC is known for its excellent leadership and highly qualified staff. CC VTC works closely with the industry and collaborates internationally with technical centres in Germany. In 2022, three new vocational training centres, offering the same trades opened their doors in the Hardap region. Since 2022, enrolment numbers have decreased resulting in a decrease in funding. As a result of the reduced funding, the Head of Training and two Trainers resigned. CC VTC has been unable to appoint new staff to fill the above vacant positions. Moreover, the Centre cannot buy the equipment needed for the workshops and the Trainers have complained to the Centre Manager that they cannot do their work correctly.

From the above, develop a SWOT analysis. Two strengths, two weaknesses, two opportunities and two threats. **(8 marks)**

Question 6 (20 marks)

- 6.1 Discuss the difference between content knowledge and pedagogical knowledge in a VTC. **(4 marks)**
- 6.2 Continuous Professional Development (CPD) describe the learning activities professionals engage in to develop and enhance their abilities.
 - a. Mention six reasons why CPD is important. **(6 marks)**
 - b. Discuss the five stages in the CPD cycle. **(10 marks)**

Question 7(18 marks)

Work Integrated Learning (WIL) is an educational approach that combines theory with practical work experience.

- 7.1 Mention five reasons why WIL is important for trainees at VTCs. **(5 marks)**
- 7.2 Discuss the roles and responsibilities of the:
 - a. Liaison / Placement Officer when placing trainees for WIL. **(4 marks)**
 - b. Workshop trainer when placing trainees for WIL. **(2 marks)**
- 7.3 Discuss the roles and responsibilities of the:
 - a. Trainees during WIL **(4 marks)**
 - b. Companies trainees are doing their WIL at **(3 marks)**

Total = 100 marks

END