



**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: 06DTV	LEVEL: 6
COURSE CODE: MTV620S	COURSE NAME: MANAGEMENT OF TVET
SESSION: JANUARY 2023	PAPER: (PAPER 2)
DURATION: 2 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION PAPER	
EXAMINER(S)	Ms I DE WALDT Mr S MUBIANA
MODERATOR:	Dr N Sisinyize

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 Management is the process of planning, organising, leading and controlling the organization's scarce resources to achieve the organisation's mission and goals as productively as possible.
- 1.2 Charismatic leadership is where the leader generally has all the power, authority, and responsibility in an organisation.
- 1.3 Developing a team in an organisation is not the responsibility of a Centre Manager.
- 1.4 A Centre Manager does not need Continuous Professional Development only employees.
- 1.5 Collective bargaining benefits members of the trade unions because they have a voice through their union representative whose aim is to work toward the betterment of the employee's salaries, overtime when working more than the stipulated working hours, safer workplaces and better health care.
- 1.6 Content knowledge relates to how the TVET trainer prepares, delivers, and teaches the theory and practice lessons in the classroom and workshop.
- 1.7 Interpersonal skills refer to the ability to work with people.
- 1.8 An Operational Plan is an example of a long-term plan supporting the strategic plan.
- 1.9 Leaders and manager do not need emotional intelligence defined as the ability to understand and manage one's own emotions and those of the people around you.
- 1.10 Top level management deals mainly with long-term planning, leading and monitoring the VTC's general performance.

Question 2**(10 marks)**

Match the items under column A with the items under column B. Write only the correct Answer. (5x2 = 10 marks)

2.1	Involves answering questions such as how to do work, when the work will be done, who will do the work	Strategic planning
2.2	This leadership style is also known as participative leadership or shared leadership	Planning
2.3	Theory of leadership where a leader works with teams to identify change, create a vision to guide the change through inspiration, and execute the change in tandem with committed members of a group	Negotiation
2.4	Guides decision-making at all levels and ensures the long-term survival of the organisation/institution	Transformational leadership
2.5	A way in which people settle their differences to avoid an argument and dispute	Democratic leadership

Question 3**(20 marks)**

Work Integrated Learning (WIL) helps prepare trainees to acquire knowledge, technical and affective skills that prepare them for employment after qualifying as an artisan.

3.1 Briefly discuss the three (3) types of WIL in Namibia, as outlined in the Procedures and Guidelines for the implementation of the WIL Policy in TVET (2020). **(6 marks)**

3.2 Explain at least two (2) duties/responsibilities of the :

- a. Liaison or Placement Officer
- b. Workshop Trainer
- c. Trainee

when planning for Industrial Attachment in the Namibian TVET Sector. **(6 marks)**

3.3 Discuss the impact of Work Integrated Learning on stakeholders. **(8 marks)**

Question 4**(20 marks)**

You were recently appointed as Centre Manager at XYZ Vocational Training Centre (VTC). XYZ VTC has been in existence for the past five years. However, XYZ VTC has not grown in terms of offering of new trades, its enrolment numbers have decreased, and staff turnover is high. To understand the factors affecting the above, you have investigated possible reasons for the above and have discovered that XYZ VTC does not have a strategic plan. As Centre Manager you have decided that a strategic plan should be developed and implemented as a matter of urgency.

4.1 Discuss the importance of a strategic plan for XYZ VTC. **(4 marks)**

- 4.2 Discuss at least four (4) elements the strategic plan would contain. **(8 marks)**
- 4.3 Explain the types of medium and short-term plans you would develop to support the implementation of XYZ VTC's strategic plan. **(4 marks)**
- 4.4 Mention the four (4) enablers needed to successfully implement the strategic plan of XYZ VTC. **(4 marks)**

Question 5 (20 marks)

- 5.1 Discuss the different levels of Management at a VTC/Training Provider (TP) and provide at least two (2) examples for each of the different levels. **(12 marks)**
(1 mark for correct level mentioned, 1 mark for correct explanation and 2 marks for correct examples provided)
- 5.2 Mention and explain the four (4) fundamental management functions. **(8 marks)**

Question 6 (20 marks)

Mr lipinge was recently appointed as Centre Manager at a Welding VTC. Prior to the above appointment, Mr lipinge had his own welding business with a staff complement of two. Since Mr lipinge's appointment, he has been experiencing problems in communicating with the trainers and leading them as a team.

- 6.1 Mention and explain five (5) management skills Mr lipinge should use to lead the team. **(1 x mark for correct management skills mentioned and 1 mark for explanation)**
(10 marks)
- 6.2 Mention at least three (3) possible reasons why Mr lipinge is facing the above challenges and two (2) possible strategies Mr lipinge can develop and implement to overcome these challenges. **(10 marks)**

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