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MANAGEMENT COMPETENCIES NEEDED BY FABRICATION AND WELDING ENTERPRISE OWNER MANAGERS FOR OPERATING FABRICATION AND WELDING ENTERPRISES

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Abstract

Fabrication and welding enterprise owner managers (FAWEOMs) are supposed to equip themselves with managerial competencies so that they can successfully operate a fabrication and welding enterprise with minimal or no failure. Business failure leads to unemployment with consequences such as hunger, crime, hooliganism restiveness and the like. The needed managerial competencies by fabrication and welding enterprise owner managers that have the potential to guarantee enterprise success have not been empirically identified. To identify these needed managerial competencies, two research questions were raised and two hypotheses were postulated. Mean and standard deviation were used to answer the research question while the hypotheses were tested at 0.05 level of significance using t-test statistic. The study was a survey deign. The population was 74. The population comprised of 23 vocational education teachers and 51 fabrication and welding operator. There was no bases for sampling as the population was relatively small. A researcher made questionnaire was the instrument for data collection. The study identified twenty six (26) management competencies that are needed by FAWEOMs as well as identified eight (8) ways through which FAWEOMs can acquire managerial competencies. Based on the findings of the study, one among the recommendations was that, fabrication and welding enterprise owner managers should acquire managerial competencies in order to guarantee the survival of fabrication and welding enterprises.

Introduction

Background of the study

Fabrication and welding shop owner manager are supposed to equip themselves with managerial competencies. Managerial competencies are specific knowledge, skills and abilities that should be possessed and used by an individual who should successfully lead and guide their team. Lakshminarayanan, Pai, and Ramaprasad, (2016) defined managerial

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competencies as characteristics that enable one to perform his or her job effectively. Managerial competencies are therefore knowledge, skill and abilities that can be deployed to coordinate control and lead the activities/employees in a fabrication and welding shop if such businesses must succeed.

A fabrication and welding shop is an enterprise that is concerned with the rendering of services/repairs of metallic articles and production of goods using metals and hand tools as well as machines like manual metal arc welding machine, metal inert gas welding machine, tungsten inert gas welding machine, oxyacetylene welding equipment, guillotine, folding machine, bending machine, circular cutting machine, power hack saw and the like, it also involves the use of hand tools such as chipping hammers, hammer, mallets, chisels, screw drivers, hack saw, snips, bench shear, punch and the like. The fabrication and welding enterprise produces goods like metallic chairs, metallic doors and windows, tanks and tank stands etc, and render services like maintenances and repairs of metallic products.

The individual that undertakes fabrication and welding through operating fabrication and welding machines as well as tools is called a fabrication welding operator. A fabrication and welding operator must be proficient and knowledgeable in the operation of most fabrication and welding tools and machines as well as needs to possess managerial competencies to succeed in self-employment. Self-employment is when one is their own boss in terms of work. According to Dantawaye (2014), self-employment is a situation in which an individual works for him/ herself instead of working for an employer who pays them salary or wages. A self-employed person earns income/ a living through executing profitable operation from a trade or business that they owns and manage directly (Rio, Ling, Pugh, Becker & Bacall, 2020).

A self-employed fabrication and welding operator is simply their own boss in the enterprise of fabrication and welding. Fabrication and welding is one amongst the many trades in Vocational Technical Education (V.T.E.). Vocational Technical Education is a process of training/ equipping learners with occupational and manipulative skills and knowledge for legitimate self-sustenance and making useful contribution to the peaceful coexistence of people in the community as well as making economic contribution for national development. Since VTE is a process of training and equipping learners with occupational survival skills, it then means that vocational technical teachers are involve in imparting such skills.

According Dantawaye and Odawn, (2013) Vocational technical teachers are those trained individuals holding a minimum of Nigeria Certificate in Education (NCE) Technical or a Bachelor of Education Technical (B.ED. Tech.), in Vocational Technical Education, and are actively involved in imparting skills and knowledge in fabrication and welding trade, woodwork trade, automobile technology trade, electrical/ electronic trade, building technology trade and the like. This category of teachers are Specialist in training competent fabrication and welding trainees among others. Since vocational technical education teachers are specialist in training and equipping learners with occupational survival kills, these teachers are capable of bringing development in the way fabrication and welding shops are managed through effective teaching of technical and managerial skills to their trainees, to enhance their managerial competencies. Enhancing is a process of adding value or making a situation better. The acquisition of managerial skills by fabrication and welding shop owner managers can result to development in the way such enterprises are being managed particularly, the reduction/ elimination of the rate of fabrication and welding enterprise failures.

Many communities are presently faced with economic challenges, the economic pressure and the-will to survive has compelled some individuals to take to self-employment in fabrication and welding trade. The fabrication and welding trade is a viable occupation in terms of self-reliance and economic growth of the fabrication and welding operators and the community in which they practice, but it has been observed by Okoro, Ewah, Chukwuma, (2020), that most enterprises including fabrication and welding enterprises hardly last for eighteen months before they fail while some may manage to last for twenty four months before failures. These failures were attributed to lack of managerial competencies.

This study is of the view that if the requisite managerial competencies are identified and Fabrication and Welding Enterprise Owner Managers (FAWEOM) acquire the identified competencies, the rate of Fabrication and welding enterprise failures will be reduced if not eliminated. This study was therefore set to identify competencies that will enhance the managerial ability of FAWEOM.

In an attempt to identify the needed managerial competencies that can be acquired and deployed towards effective management of fabrication and welding enterprises, the empirical works of several researchers who have established the relationship between managerial competencies and job performance was studied (Kaz, 1974), (Jena & Sahoo, 2014), (Bamel, Rangnekar, Stokes and Rastogi, 2015) and (Lakshminarayana, et at, 2016). Katz reported that Technical skills, Personal skills and Business skills are the three broad categories of skills needed by manager to effectively manage and enterprise to fruition while Jena & Sahoo, (2014) expanded katz categorization of managerial competencies to include planning, communication, decision-making, delegation, problem-solving, motivating, honesty, marketing, innovation/creativity and conflict resolution skill as specific skills within these three broad categories of competencies identified by katz. The specific skills as identified by Jane & Sahoo, (2014) had a huge influence on the investigation of the managerial competencies needed by fabrication and welding enterprise owner manager.

Statement of the Problem

Nigeria is today faced with economic challenges. The economic challenge has among other things given rise to limited paid-employment opportunities which has necessitated some individual resorting to self-employment in fabrication and welding trade, but this fabrication and welding enterprises do not last up to two years before they fail and the failure of these enterprises add to the rate of unemployment with consequences such as poverty, hunger, restiveness, crimes and the like. Therefore the problem of the study is that most fabrication and welding enterprises often fail before they attain fruition and that lack of managerial competencies among others could be partly responsible for most failures.

Purpose of the Study

The major purpose of the study is to determine the management competencies that will enhance the running of fabrication and welding enterprises. Specifically the study south to identify:

1. the managerial competencies needed by fabrication and welding enterprise owner managers for successful running of fabrication and welding enterprises
2. how managerial competencies can be acquired by fabrication and welding enterpris owner managers

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Significance of the Study

Practicing fabrication and welding operators, Fabrication and welding enterprise owner managers (FAWEOM), the community and VTE are to benefit from this study. These benefits will be realized when the finding of this study are acquired by practicing fabrication and welding operators and FAWEOM, while VTE will benefit by including the findings of this study in the content of it programme. The community will benefit in the sense that fabrication and welding enterprises will be available and the goods and services rendered by FAWEOMs will be affordable within the comunity.

The benefits from this study include improvement in the way fabrication and welding enterprises are managed, reduction in the rate of fabrication and welding enterprise failures, availability of fabrication and welding products and services.

Research Questions

The following research questions guided the study:

1. What are the managerial competencies needed by fabrication and welding owner managers for successful running of fabrication and welding enterprises?
2. How can these management competencies be acquired by fabrication and welding enterprises owner managers?

Hypotheses

The following null hypotheses where postulated and tested at 0.05 level of significance using t-test:

H_{01} There is no significant difference between the mean responses of VTE teachers and FAWEOM on the managerial competencies needed by fabrication and welding enterprise owner managers.

H_{02} there is no significant difference between the mean responses of VTE teachers and FAWEOM on how managerial competencies can be acquired by fabrication and welding enterprise owner managers.

Methodology

The design of the study was a survey. A survey is a systematic method for gathering information from (a sample of) entities for the purposes of constructing quantitative descriptors of the attributes of the larger population of which the entities are members. (Arevik, 2014). The study was conducted in Delta and Anambra state. Specifically the study was conducted in Asaba and Onitsha. The population for the study was 74. This population is made up of 23 lecturers in School of Technical Education, Federal College of Education Technical Asaba as provided by the office of the dean and 51 fabrication and welding enterprise owner managers in Asaba and Onitsha as provided by the fabrication and welding union. The whole population was studied due to its relative smallness.

A researcher made structured questionnaire titled Managerial Competencies Needed by FAWEOM for Successful Running of fabrication and welding enterprises was used. The instrument has three section i.e. A, B and C. Section A was concern with Bio-data, section B was concerned with items that helped to answer research question one while sections C had items that helped answer research question 2.

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The questionnaire was organized such that the respondent expressed their opinion on a four point scale (Highly Needed, 4 points, Needed, 3 points, Rarely Needed, 2 points and Not Needed, 1 point). Then the instrument was validated by three experts in School of Technical Education Federal college of Education (Technical) Asaba. Their suggestions were used to improve the instrument to its present state. To ascertain the reliability of the instrument, the instrument was administered to 10 vocational education lecturers and their responses were analyzed to establish the internal consistency of the instrument. Cronbach alpha coefficient of 0.81 was obtained suggesting high reliability.

The instrument was administered to the respondents by the researcher aided by research assistants. Copies of the questionnaires were retrieved from the respondents after the respondents completed the instrument. A total of 59 questionnaires were retrieved and this represents 79.7 percent return. The data gathered by means of the instrument were analyzed using descriptive statistic. Mean was used to determine the extent of need of the items within each section in the questionnaire. The null hypotheses were tested at 0.05 level of significance using t-test. The decisions were made using real limits of numbers.

Presentation and Analysis of Data

The data analyzed and presented below are used to answer all the research questions.

Research Question 1

What are the managerial competencies needed by fabrication and welding enterprise owner managers for successful running of fabrication and welding enterprises?

Table 1: Mean and Standard Deviation of the Responses of Teachers and fabrication and welding enterprise owner managers on the management competencies needed by Fabrication and welding enterprise operators for running fabrication and welding enterprises

N = 59

SN	Managerial competencies include, Ability to:	Mean	SD	Remark
1	Effectively oral communication with fabrication and welding enterprise personnel	3.56	0.73	HN
2	Effectively communicate with fabrication and welding customer in writing	3.54	0.70	HN
3	Establish appropriate channel of communication	3.51	0.50	HN
4	Maintain established channel of communication	3.32	0.65	N
5	Effectively use feedback	3.25	0.44	N
6	Honesty on the part of the owner manager	3.81	0.36	HN
7	Effective time management	3.85	0.39	HN
8	Effective planning in fabrication and welding enterprise	3.47	0.65	N
9	Effectively organization of work in fabrication and welding Enterprise	3.85	0.36	HN
10	Integrity on part of owner manager	4.00	0.00	HN
11	Control material resource	3.86	0.12	HN
12	Control human resource	3.76	0.43	HN
13	Direct subordinates	3.54	0.60	HN

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14	Delegate authority to subordinates	3.51	0.60	HN
15	Set enterprise goals	3.25	0.44	HN
16	Encourage innovation/creativity in fabrication welding personnel	3.68	0.47	HN
17	Prompt decision making	3.92	0.28	HN
18	Evaluate self-performance in fabrication and welding Enterprise	3.44	0.62	N
19	Evaluate subordinates performance in fabrication and welding trade	3.49	0.57	N
20	Keep records of projects	3.73	0.45	HN
21	Keep record of sales	3.73	0.45	HN
22	Determine a subordinates training needs	3.42	0.56	N
23	Determine employee wage	3.95	0.22	HN
24	Motivate personnel in the enterprise	3.51	0.51	HN
25	Maximize performance	3.97	0.18	HN
26	Effective marketing of fabricated and welded product	3.95	0.22	HN

Key: HN – Highly Needed, N – Needed

The means of responses ranged from 3.25 to 4.00 suggesting that the respondents agree that all the item are management competencies needed by fabrication and welding Enterprise owner managers for successful management of fabrication and welding Enterprises. To be precise, 20 of the item fall within the real limit of highly needed and are therefore highly needed management competencies while five items fall within the real limit of needed and are therefore needed management competencies. The standard deviation suggest that the respondent's reposes are relatively close.

Research Question 2

How can these management competencies be acquired by fabrication and welding enterprise owner managers?

Table 2: Mean and Standard Deviation of the Responses of Teachers of fabrication and welding and fabrication and welding enterprise operators on how management competencies needed by fabrication and welding enterprise owner managers can be acquired

N=59

SN	How Managerial Competencies can be Acquired include:	Mean	SD	Remark
27	Direct training of fabrication and welding owner managers on the identified management competencies	3.85	0.36	HN
28	Organization of workshops for fabrication and welding enterprise owner managers with focus on identified management competencies	3.71	0.46	HN
29	Organization of conferences for fabrication and welding enterprise owner managers with focus on the identified management competencies	3.81	0.43	HN

30	Creation of a unit in the mother association of fabrication and welding operators to encourage owner managers to sought and acquire the relevant managerial competencies	3.81	0.39	HN
31	Creating an adult education programme that has vocational and managerial competencies as a component	3.53	0.63	HN
32	Including managerial competencies and make it a priority in all vocational and technology education programmes	3.51	0.60	HN
33	Inclusion of the identified managerial competencies in radio and television advertorials	3.68	0.47	HN
34	reading simplified books that emphasize the identified management competencies for fabrication and welding enterprise owner managers	3.80	0.41	HN

Key: HN – Highly Needed, N - Needed

The mean of the respondents ranged from 3.51 to 3.85. These averages are clearly within the real limit of highly needed, hence, the table reveals that all the items on table 2 are highly needed ways through which welding and fabrication enterprise owner managers can acquire management competencies so that they can manage their enterprise better. The standard deviation further revealed how close the respondents are in their opinion of how the FAWEOM can acquire the competencies.

H_{o1} There is no significant difference between the mean responses of VTE teachers and fabrication and welding operators on the managerial competencies needed by fabrication and welding owner managers.

Table 3

t-test analyses of responses of VTE teachers and fabrication and welding operators on management competencies needed by FAWEOM

SN	Managerial competencies include, Ability to:	Mean 1	SD1	Mean 2	SD2	t-cal	df	t-tab	decision
1	Effectively oral communication with fabrication and welding enterprise personnel	3.65	0.67	3.51	0.76	0.71	57	2.00	NSs
2	Effectively communicate with fabrication and welding customer in writing	3.85	0.37	3.38	0.78	3.11	57	2.00	S
3	Establish appropriate channel of communication	3.50	0.51	3.51	0.51	-0.09	57	2.00	NS
4	Maintain established channel of communication	3.65	0.49	3.15	0.67	3.24	57	2.00	S
5	Effectively use feedback	3.50	0.51	3.13	0.34	2.93	57	2.00	S
6	Honesty on the part of the owner manager	3.60	0.50	3.92	0.27	-2.68	57	2.00	NS
7	Effective time management	3.90	0.31	3.82	0.39	0.86	57	2.00	NS
8	Effective planning in fabrication and welding enterprise	3.70	0.57	3.36	0.67	2.05	57	2.00	S
9	Effectively organization of work in fabrication and welding Enterprise	3.75	0.44	3.90	0.31	-1.33	57	2.00	NS

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10	Integrity on part of owner manager	4.00	0.00	4.00	0.00	0.00	57	2.00	NS
11	Control material resource	3.70	0.47	3.95	0.22	-2.24	57	2.00	NS
12	Control human resource	3.60	0.50	3.85	0.37	-1.94	57	2.00	NS
13	Direct subordinates	3.80	0.41	3.41	0.64	2.84	57	2.00	S
14	Delegate authority to subordinates	3.50	0.51	3.51	0.51	-0.09	57	2.00	NS
15	Set enterprise goals	3.50	0.51	3.13	0.34	2.93	57	2.00	S
16	Encourage innovation/creativity in fabrication welding personnel	3.60	0.50	3.72	0.46	-0.88	57	2.00	NS
17	Prompt decision making	3.95	0.22	3.90	0.31	0.75	57	2.00	NS
18	Evaluate self-performance in fabrication and welding Enterprise	3.68	0.48	3.36	0.63	2.19	57	2.00	S
19	Evaluate subordinates performance in fabrication and welding trade	3.70	0.47	3.38	0.59	2.23	57	2.00	S
20	Keep records of projects	3.90	0.31	3.64	0.49	2.49	57	2.00	S
21	Keep record of sales	3.80	0.41	3.69	0.47	0.91	57	2.00	
22	Determine a subordinates training needs	3.70	0.57	3.28	0.51	2.76	57	2.00	S
23	Determine employee wage	3.95	0.22	3.95	0.22	0.02	57	2.00	NS
24	Motivate personnel in the enterprise	3.30	0.73	3.26	0.72	0.22	57	2.00	NS
25	Maximize performance	3.80	0.41	3.95	0.22	-1.67	57	2.00	NS
26	Effective marketing of fabricated and welded product	3.83	0.38	3.92	0.27	-1.01	57	2.00	NS

Key: NS-Not Significant, S- Significant

Table 3 revealed that the teachers and fabrication and welding operator did not differ significantly on what should constitute management competencies for fabrication and welding owner managers on 15 items (item 1, 3, 6-7, 9-12, 14, 16-17 and 23-26) while they differ significantly on 11 items (item 2, 4, 8, 13, 15, 18-22). This means that the null hypothesis of no significant difference was upheld for fifteen items while it was rejected for eleven items.

H_{o2} there is no significant difference between the mean responses of VTE teachers and fabrication and welding operator on how managerial competencies can be acquired by fabrication and welding owner managers.

Table 4

t-test Analysis of the responses of VTE Teachers and fabrication and welding operator on how management competencies can be acquired by FAWEOM

SN	How Managerial Competencies can be Acquired include:	Mean 1	SD1	Mean 2	SD2	t-cal	df	t-tab	decision
27	Direct training of fabrication and welding owner managers on management competencies	3.90	0.31	3.82	0.39	0.86	57	2.00	NS
28	Organization of workshops for fabrication and welding enterprise owner managers with focus on management competencies	3.80	0.41	3.67	0.48	1.12	57	2.00	NS

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29	Organization of conferences for fabrication and welding enterprise owner managers with focus on management competencies	3.85	0.37	3.79	0.47	0.50	57	2.00	NS
30	Creation of a unit in the mother association of fabrication and welding operators to encourage owner managers to ought and acquire relevant managerial competencies	3.70	0.47	3.87	0.34	-1.45	57	2.00	NS
31	Creating an adult education programme that has vocational and managerial competencies as a component	3.65	0.67	3.46	0.60	1.06	57	2.00	NS
32	Including managerial competencies a priority in all vocational and technology education programmes	3.65	0.49	3.44	0.64	1.43	57	2.00	NS
33	Inclusion of managerial competencies in radio and television advertorials	3.70	0.47	3.67	0.48	0.26	57	2.00	NS
34	Reading simplified books on management competencies for fabrication and welding enterprise owner managers	3.85	0.37	3.77	0.43	0.76	57	2.00	NS

Key: NS-Not Significant, S- Significant

Table 4 shows that the teachers of vocational technical education and fabrication and welding operators did not differ significantly on how management competencies can be acquired by fabrication and welding enterprise owner managers on all the eight items on table 4 as the null hypothesis was upheld.

Findings

The findings by this study are 34. The findings are made up of 26 management competencies and eight ways of acquiring management competencies. The 26 management competencies needed by FAWEOM as found by the study include ability to:

1. Effectively oral communication with fabrication and welding enterprise personnel
2. Effectively communicate with fabrication and welding customer in writing
3. Establish appropriate channel of communication
4. Maintain established channel of communication
5. Effectively use feedback
6. Honesty on the part of the owner manager
7. Effective time management
8. Effective planning in fabrication and welding enterprise
9. Effectively organization of work in fabrication and welding Enterprise
10. Integrity on part of owner manager
11. Control material resource
12. Control human resource
13. Direct subordinates
14. Delegate authority to subordinates
15. Set enterprise goals
16. Encourage innovation/creativity in fabrication welding personnel

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17. Prompt decision making
18. Evaluate self-performance in fabrication and welding Enterprise
19. Evaluate subordinates performance in fabrication and welding trade
20. Keep records of projects
21. Keep record of sales
22. Determine a subordinates training needs
23. Determine employee wage
24. Motivate personnel in the enterprise
25. Maximize performance
26. Effective marketing of fabricated and welded product

The 8 ways that management competencies can be acquired by FAWEOM include:

1. Direct training of fabrication and welding owner managers on the identified management competencies
2. Organization of workshops for fabrication and welding enterprise owner managers with focus on identified management competencies
3. Organization of conferences for fabrication and welding enterprise owner managers with focus on the identified management competencies
4. Creation of a unit in the mother association of fabrication and welding operators to encourage owner managers to sought and acquire the relevant managerial competencies
5. Creating an adult education programme that has vocational and managerial competencies as a component
6. Including managerial competencies and make it a priority in all vocational and technology education programmes
7. Inclusion of the identified managerial competencies in radio and television advertorials
8. Reading simplified books that emphasize the identified management competencies for fabrication and welding enterprise owner managers

Discussion of Findings

The 26 management competencies identified by this study are some of the findings of this study. These findings simply emphasized that like any other field of human edeavour, fabrication and welding require management competencies that are peculiar to it. This is in line the report of Sulieman (2021) who has it that managerial competencies are key ingredient in managing a business if it must not fail.

A detail and critical examination of the findings revealed that effective oral communication with fabrication and welding enterprise personnel is highly needed. This finding holds true because it is through oral communication that the emotions, concerns, and thought of individuals members of the enterprise is perceived and when the manager is able to correctly perceive the personal challenge of a member of their team, the manager can then adequately empathize and communicate correctly with such team member. In the same breath, effective oral communication with costumers and stake holders is potentially, a means to achieve good customer or stake holder/ fabrication and welding enterprise relationship and a good relationship is key to business success thus keeping business failure far from occurring.

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A further look at the findings revealed that motivation and integrity are highly needed management competencies in the running of fabrication and welding enterprise. This is again true because business that prioritized integrity are highly likely to build a positive reputation which lead to attracting and keeping customers and employees. An enterprise that has the potential to attract and keep employee has higher chances of success than failures. It should be noted that a motivated employee can do so much to ensure that an enterprise succeeds. The foregoing has been reported by Suleiman (2021) in his study of managerial skills and competencies for future managers.

Marketing is a business skill or competence that is highly needed by FAWEOM in the sense that, fabrication and welding enterprise cannot survived without converting its services and products into funds, to convert services into funds the enterprise have to make sales and better sales are achieved through effective and aggressive marketing. Marketing is a business skill and business skills have been identified by Katz as one among the three management competencies. In summary, it can be deduced that all the identified management competencies are critical and crucial to acquire and practice if business failures must be checked.

The findings also suggested eight ways through which fabrication and welding enterprise owner managers can acquire management competencies. Among the many ways, FAWEOM can acquire management competencies by either directly enrolling for training in schools or programmes that adequately impart management competencies or they can attend conferences, seminars, workshops or listening to specialized radio advertorial that focus on management competencies.

Conclusion

By identifying the needed management competencies and ways of acquiring managerial competencies fabrication and welding enterprise owner managers have been provided with an empirical direction as to what competencies they should seek and use so that their enterprises operate successfully, when these managers succeed in running their enterprises it means that poverty, hooliganism, hunger and unemployment occasioned by business failures would have been eliminated or kept at the barest minimum.

Recommendations

Based on the findings of this study the following recommendations were made:

1. Fabrication and welding enterprise owner managers should acquire management competencies in order to guarantee the survival of fabrication and welding enterprises. They can acquire these competencies by attending workshop, seminars, conferences and vocational adult education classes were they will learn the requisite management competencies.
2. Teachers of VTE in collaboration with experts in management competencies should make it a duty to organize seminars, conferences and workshop and ensure that fabrication and welding enterprise owner managers are encourage to attend such conference by publicizing such conference in the media that can easily reach fabrication and welding enterprise owner managers. The content of such conferences and workshop must include management competencies.
3. The identified management competencies should be included in the course content of vocational technical education so that the trainees of VTE, graduate with some level of expertise in management competencies.

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