



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

QUALIFICATION : DIPLOMA IN TVET MANAGEMENT	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: SML620S	COURSE NAME: STRATEGIC MANAGEMENT AND LEADERSHIP B
DATE: NOVEMBER 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. This paper consists of 2 sections with 5 questions2. All the questions are compulsory3. Read all questions carefully before answering.4. Number your answers clearly.5. Make sure your student number appears on the answering script provided.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

QUESTION 1 - Short Questions [10]

Choose the *most suitable answer* in letters: a, b, c or d from the questions below:

1.1 The fundamental purpose of an organisation's mission statement is to:

- a. Create a good human relations climate in the organisation
- b. Define the organisation's purpose in society
- c. Define the operational structure of the organisation
- d. Generate good public relations for the organisation

1.2 Strategic Governance is a _____

- a. Technique by which institutions are directed and managed.
- b. Technique of organising working groups in an institution.
- c. Way of planning the strategic framework of the institution.
- d. Coordinated activity to ensure effectiveness.

1.3 The primary focus of strategic management is:

- a. strategic analysis.
- b. the total organisation.
- c. strategy formulation.
- d. strategy implementation.

1.4 The process of taking decisions based on environmental scanning.

- a. Governance process
- b. Collective decision
- c. Strategic Planning
- d. Organising factors and trends that affect work.

1.5 What is Management?

- a. It is a plan to organise people.
- b. An activity to ensure effective output.
- c. An act of organising strategic development.

d. An act of executing/putting policies and plans into practice.

1.6 Integrated Change Management consists of ...

- a. Strategic Management, Organisational Development and Change Management.
- b. Strategic Management, Organisational Development and Transformation.
- c. Strategic Management, Organisational Development and Change Leadership.
- d. Strategic Management, Organisational Development and Organisational Change.

1.7 Lewin's 3-Phase Model of Change is interpreted as:

- a. Unfreeze, Refreeze and Change
- b. Unfreeze, Change and Refreeze
- c. Change, Unfreeze and Refreeze
- d. Refreeze, Change and Unfreeze

1.8 The 'Limiting Factors' in the Organisational Change Management Process does not include:

- a. Leadership climate
- b. Formal organisation
- c. Structural reinforcement
- d. Organisation structure

1.9 Internal and external Strategic Assessment process uses tools such as:

- a. PESTEL Analysis only
- b. SWOT Analysis only
- c. SMART Analysis only
- d. Both PESTEL and SWOT analysis

1.10 In Strategic Planning the _____ will allow you to make choices on what to do or what you do not do.

- a. Action Plans
- b. Objectives
- c. Goals
- d. Strategic Approach

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 – Desirable Organisational and Management Concepts [20]

- 2.1** Discuss the differences between the concepts 'Management' and 'Leadership' in the context of Strategic Management. (8)
- 2.2** Identify *operational management functions* that a manager would institute to ensure strategic direction of TVET organisations. (7)
- 2.3** Write short notes to clarify your understanding of the concept '*Administration*' in the context of Strategic Management. (5)

QUESTION 3 – Organisational Change and Effective Diagnosis [20]

- 3.1** Elaborate extensively the key steps top management would apply to support *Organisational Change* in TVET institutions. (16)
- 3.2** Briefly make a clear distinction between the concepts 'Organisational Change' and 'Change Management' in an organisation. (4)

QUESTION 4 – Task Alignment and Effective Planning Approach [30]

- 4.1** Draw a clear diagram illustrating the Three Core Phases task alignment to institute transformational change in a TVET institution. (15)
- 4.2** Discuss the four *types of Organisational Change*, which can be considered to ensure effective and efficient transformation of an institution. (15)

QUESTION 5 – Collaborative Governance and Model [20]

- 5.** Discuss the different dynamics a manager would want to see in Collaborative Governance and Model for leading organisational change. (20)

TOTAL [100]