



**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: SML610S	COURSE NAME: STRATEGIC MANAGEMENT AND LEADERSHIP
DATE: JUNE 2022	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
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<p style="text-align: center;">INSTRUCTIONS</p> <ol style="list-style-type: none">1. This paper consists of 2 sections with 6 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.
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PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

QUESTION 1 - Short Questions [10]

Choose the *correct* letter: a, b, c or d from the questions below:

- 1.1** The fundamental purpose for the existence of any organisation is described by its
- a. policies
 - b. mission
 - c. procedures
 - d. strategy
- 1.2** Which of the following is not a characteristic of strategic management that makes it different from other types of management?
- a. It is interdisciplinary.
 - b. It has an external focus.
 - c. It has an internal focus.
 - d. It concerns the present direction of the organization.
- 1.3** When defining strategic management, the most important thing to remember is that it is:
- a. Not as easy as you think
 - b. Mainly the province of senior managers
 - c. A living evolving process
 - d. More conceptual than practical
- 1.4** The fundamental purpose of an organisation's mission statement is to:
- a. Creates 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

1.5 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 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.

1.7 An organisation's strategy:

- a. remains set in place longer than the mission and objectives
- b. is generally formed over a period of time as events unfold
- c. tends to be formed at the same time the mission is developed and objectives are formulated
- d. is usually conceived at a single time when managers sit down and work out a comprehensive strategic plan for the next 3-5 years

1.8 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.

1.9 The primary focus of strategic management is:

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

1.10 The acronym SWOT stands for:

- a. Special Weapons for Operations Timeliness
- b. Services, Worldwide Optimization, and Transport
- c. Strengths Worldwide Overcome Threats
- d. Strengths, Weaknesses, Opportunities, and Threats

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 - Basic Concepts of Strategic Management, Governance and Leadership [28]

2.1 Apply real practical examples from TVET to explain the difference between the concepts below:

- 2.1.1** Vision and Mission **(2)**
- 2.1.2** Leadership and Management **(4)**
- 2.1.3** Policies and Procedures **(4)**
- 2.1.4** Stakeholders and Shareholders **(4)**
- 2.1.5** Strategic Planning and Operational Planning **(2)**

2.2 Write short notes to clarify the strategic management and leadership concepts below. Support your answers with real examples from the TVET environment.

- 2.2.1** Institutional Values **(3)**
- 2.2.2** Organisational goals **(3)**
- 2.2.3** Organisational Objectives **(3)**
- 2.2.4** Administration **(3)**

QUESTION 3 - Strategy and Leadership [25]

3. Strategic management is a process for formulating and implementing a strategy.

- 3.1** Elaborate in your opinion the difference between Strategy and Strategic Management of an organisation? **(7)**
- 3.2** Briefly discuss the key elements of strategic planning? **(5)**
- 3.3** Identify the two types of stakeholders in the strategic planning process for TVET institutions. Give four (4) examples of each type. **(10)**
- 3.4** Give any three examples of functional strategies in an institution. **(3)**

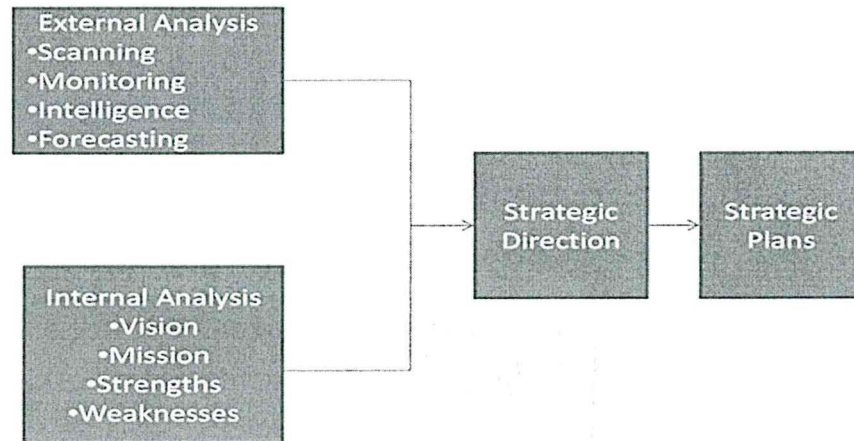
QUESTION 4 - Establishing an Effective Planning Approach [15]

Describe briefly the 'strategic planning process' or steps you would systematically follow when creating a new strategic management plan for a TVET institution.

QUESTION 5 - Internal Assessment and Assessing Your Environment [12]

Use the Model in figure 1 below and explain how you would apply the four steps 'Strategic Management Process' to create an effective strategic management plan for TVET institutions.

The Role of External Analysis in Strategic Planning



QUESTION 6 – Strategic Governance [10]

Draw a simple organisational structure that is ideal for TVET Centres in Namibia. Motivate why you think it is ideal.

TOTAL [100]