



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING

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| 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 |

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| SECOND OPPORTUNITY EXAMINATION QUESTION PAPER | |
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| MODERATOR: | Mr Joseph Subasubani |

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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 Strategy formulation is the process of deciding best course of action:

- a. For accomplishing organisational objectives
- b. For accomplishing organisational planning
- c. For accomplishing organisational management
- d. For accomplishing organisational values

1.2 The key parts of the Strategic Planning Process include:

- a. Planning, Organisation and Guidance
- b. Vision, Value and Strategy
- c. Control, Monitoring and evaluation
- d. Evaluate, Control and Guide

1.3 A Strategic Plan is mainly directed by:

- a. Management restructuring
- b. Analysis of internal and external factors.
- c. Management decisions
- d. Stakeholder involvement

1.4 What is the last step of the strategic Management Process?

- a. Formulating Strategies
- b. Implementing Strategies
- c. Evaluating Results
- d. Evaluating Weaknesses

1.5 The way people get along with each other in an institution is known as:

- a. Core values
- b. Human relations
- c. Ethical practices
- d. Leadership

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 Important principles that will guide decisions and actions in the organisation are

- a. Unethical
- b. Core values
- c. Goals
- d. Not important

1.8 Which function of management involves an effort to direct and lead people to accomplish the planned work of the organisation.

- a. Controlling
- b. Implementing
- c. Leading
- d. Staffing

1.9 The primary focus of strategic management is:

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

1.10 An organisation's resources, capabilities and technology are examples of

- a. Capital investment
- b. Expenses
- c. Internal conditions
- d. Overhead charges

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 - Basic Concepts of Strategic Management, Governance and Leadership [24]

2.1 Differentiate between the basic concepts of Strategic Management and Leadership below.

Support your answer with real practical examples.

2.1.1 Management and Leadership **(3)**

2.1.2 Vision and Mission **(3)**

2.1.3 Goals and Objectives **(3)**

2.1.4 Corporate Governance and Cooperative Governance **(3)**

2.1.5 Stakeholders and Shareholders **(3)**

2.2 Clarify with real examples from TVET environment the meaning of the concepts below:

2.2.1 Organisational objectives **(3)**

2.2.2 Strategic Governance **(3)**

2.2.3 Key Performance Indicators (KPI's) **(3)**

QUESTION 3 - Strategy and Leadership [18]

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

3.1 Discuss the relationship between a strategy and the organisational structure. **(8)**

3.2 Briefly discuss the key elements of strategic planning? **(5)**

3.3 Clearly distinguish between 'Strategic Management Process' and 'Strategic Planning Process'. **(5)**

QUESTION 4 - Establishing an Effective Planning Approach [18]

Draw a simple Strategic Planning Model to illustrate your conceptual understanding of how you would sequentially prepare an effective and informed strategic plan for a TVET institution.

QUESTION 5 - Internal Assessment and Assessing Your Environment [15]

Illustrate in a clear diagram how you would apply Strategic Framework, Environmental Scanning and SWOT Factors to produce SMART objectives for a TVET organisation.

QUESTION 6 - Strategic Governance of an organisation. [15]

Draw a neat and properly labelled Governance Structure depicting the three levels of governance.

TOTAL [100]