



**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 2024	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. This paper consists of 2 sections (section A & B) with combined 6 questions.2. All the questions are compulsory.3. 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 6 PAGES (Including this front page)

QUESTION 1 - Short Questions [10]

Question 1 consists of 10 multiple choice questions. For each question there are four possible answers **a, b, c and d**. Choose the one you consider correct. Just write the question number and the letter of your choice. E.g., **1. d**.

1.1 The basic activities of strategic management include:

- a. Offense, defence, and control.
- b. Situation analysis, strategic formulation, implementation, and evaluation.
- c. Development, control, and management.
- d. Ethics, management, and practice

1.2 Which of the following best describes the relationship between leadership and management in an organizational context?

- a. Leadership focuses on short-term goals, while management is concerned with long-term vision.
- b. Leadership is about influencing and inspiring, while management focuses on planning, organizing, and controlling.
- c. Leadership and management are synonymous and have no distinct functions.
- d. Leadership involves micromanaging, whereas management focuses on delegating tasks.

1.3 How does governance relate to the political, ethical, and moral foundations necessary for TVET systems to function effectively?

- a. Governance is primarily focused on financial performance and is unrelated to political or ethical concerns.
- b. Governance ensures that political, ethical, and moral standards are maintained in the decision-making process within TVET systems.
- c. Political and moral foundations are not relevant to the governance of TVET systems.
- d. Governance in TVET systems is solely the responsibility of government policymakers, not ethical or moral considerations.

1.4 What is the most critical aspect of strategic thinking and leadership in a complex organisational setting?

- a. The ability to manage routine tasks efficiently.
- b. Developing interpersonal skills to avoid conflicts.
- c. Navigating organisational and interpersonal challenges while maintaining a clear long-term vision.
- d. Focusing solely on internal company goals without considering external factors.

1.5 When conducting an internal organizational assessment, which of the following is a key factor to consider?

- a. Only financial performance should be evaluated, as it directly reflects organizational health.
- b. Both internal strengths and weaknesses in areas such as operations, culture, and leadership must be examined.
- c. External market trends are irrelevant during an internal assessment.
- d. Focus only on employee satisfaction surveys, ignoring other operational aspects.

1.6 An organisation's strategies should be designed so that they incorporate:

- a. Opportunities and capabilities
- b. Resources and capabilities
- c. Only traditional values of past organisations
- d. Opportunities, threats, resources, and capabilities

1.7 Situational analysis involves the process of:

- a. Designing and choosing appropriate organisational strategies.
- b. Analysing the current environment of the organisation.
- c. Analysing the external environment only.
- d. Evaluating the internal aspects of the organisation.

1.8 _____ are the resources, skills or other advantages an institution enjoys relative to its competitors.

- a. Weaknesses
- b. Strengths
- c. Threats
- d. Opportunities

1.9 Organisational Change also refers to _____

- a. Changing the people in the organisation.
- b. Changing the culture, underlying technologies, operational infrastructure, and internal processes.
- c. Changing the goals and objectives in the organisation.
- d. Changing the operations of stakeholders in the organisation.

1.10 The type of governance in which public and private actors work collectively in distinctive ways.

- a. Collaborative Governance
- b. Strategic Governance
- c. Dual Governance
- d. Distinctive Governance

SECTION B: STRUCTURED QUESTIONS

[90 Marks]

QUESTION 1 - Strategic Management and Leadership Concepts. [20]

1. Write short notes to distinguish between Strategic Management and Leadership concepts below.

1.1 Vision and mission (4)

1.2 Goals and objectives (4)

1.3 Operational and action plans (4)

1.4 Key Performance Indicators (KPI) and Balance Scorecard (8)

QUESTION 2 - Organisational Change and Organisational Change Management. [20]

2.1 What is the fundamental difference between Organisational Change (OC) and Organisational Change Management (OCM)? (5)

2.2 Briefly discuss the *four primary types* of organisational change, and explain how each type affects an organisation? (15)

QUESTION 3 - Organisational Effectiveness, Efficiency and the Chaos Theory. [18]

- 3.1** Make a clear distinction between 'Organisational Effectiveness' and Organisational Efficiency'. (4)
- 3.2** A TVET manager is tasked with managing a new TVET institution. Explain how the TVET manager practically apply Chaos Theory principles to guide the institution? (14)

QUESTION 4 - Collaborative Governance and Model. [12]

- 4.1** Define collaborative governance and explain its importance in the TVET administration. (6)
- 4.2** Discuss the main challenges of implementing collaborative governance. Provide one example to support your answer. (6)

QUESTION 5 - CASE STUDY SCENARIO [20]

5. Read the case study below and answer the questions that follow.

Title: Chaos Theory in TVET (Namibia Institute of Technology)

Scenario

Namibia Institute of Technology (NIT) faces unpredictable outcomes despite reforms in solar technology, automotive mechanics, and carpentry programs. Small changes, like funding increases or policy shifts, lead to disproportionate results. NIT struggles with fluctuating student enrolments and employment rates, which can be understood through Chaos Theory—a concept that small changes in complex systems can create unpredictable outcomes. NIT is considering embracing uncertainty as part of its strategy. NIT's experience can be seen through the lens of Chaos Theory, which suggests that systems, particularly in complex and dynamic environments, are highly sensitive to initial conditions. While these systems may appear chaotic, they can reveal patterns and structures when viewed holistically. Administrators at NIT are now considering whether to embrace the uncertainty and unpredictability as part of their long-term strategy instead of striving for rigid control over outcomes.

- 5.1** Elaborate what is Chaos Theory, and how does it apply to NIT. (4)
- 5.2** Discuss in short how NIT can use Chaos Theory to manage its programmes. (4)
- 5.3** Briefly explain why is eliminating unpredictability counterproductive. (4)
- 5.4** How can NIT find useful patterns in chaotic outcomes? (4)
- 5.5** In your opinion, how can TVET institutions benefit from Chaos Theory? (4)

[End of Paper]

TOTAL MARKS:100