



**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: JANUARY 2025	PAPER: 2
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION EXAM PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. This paper consists of 2 sections (A and B) with a combination of 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 5 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

[10 Marks]

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 A Strategic Plan is mainly directed by:

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

1.2 Which of the following is a key principle of managing issues effectively in an organisation?

- a. Ignoring emerging trends
- b. Addressing issues only after they escalate
- c. Proactively identifying and mitigating potential risks
- d. Delegating issue resolution to external consultants

1.3 A clear and effective mission statement should primarily:

- a. Focus on short-term financial goals
- b. Define the organisation's core purpose and values
- c. Outline specific strategies for competitive advantage
- d. Provide a detailed roadmap for achieving annual objectives

1.4 Collaborative governance is most effective when:

- a. Decision-making is centralized with senior management
- b. External stakeholders are excluded from the process
- c. Diverse stakeholders share decision-making responsibility
- d. Policies are implemented without stakeholder input

1.5 According to Chaos Theory in strategic management, organizations should:

- a. Avoid all forms of uncertainty by creating rigid plans
- b. Embrace flexibility and adapt to unpredictable changes

- c. Focus solely on top-down control to manage chaos
- d. Eliminate variability through detailed forecasting

1.6 When implementing a strategic plan, which of the following is most critical for success?

- a. Communicating the plan to all stakeholders clearly
- b. Delegating the plan to a small group of managers
- c. Ignoring feedback during implementation
- d. Focusing solely on short-term gains

1.7 A vision statement is intended to:

- a. Describe the company's current operational processes
- b. Define measurable financial objectives for the next year
- c. Inspire and guide the future direction of the organization
- d. Provide a detailed SWOT analysis

1.8 In leading organizational change, which factor is most important for reducing resistance?

- a. Announcing changes without consulting employees
- b. Involving employees in the change process and addressing their concerns
- c. Implementing changes abruptly to minimize disruptions
- d. Keeping the reasons for change confidential

1.9 Chaos Theory in strategic management suggests that:

- a. Leaders should focus on controlling every aspect of the organisation
- b. Uncertainty and unpredictability should be embraced and used to foster innovation
- c. Planning is futile, and organizations should only react to changes
- d. Stability is more important than adaptability in managing organizations

1.10 Collaborative governance can be defined as:

- a. A leadership model where power is concentrated in the hands of a few
- b. A process where multiple stakeholders work together to achieve shared goals
- c. A system where government agencies make all strategic decisions independently
- d. A framework where private sector interests dictate all organizational policies

QUESTION 1 - Strategic Management and Leadership Concepts. [24]

1. Write short notes to clarify the difference between the Strategic Management and Leadership concepts below. Use real examples from TVET to support your answers.

1.1 Strategic Management and Leadership (8)

1.2 Vision Statement and Mission Statement (8)

1.3 Core Values and Institutional Culture (8)

QUESTION 2 - Strategic Management Process in TVET Institutions. [20]

2.1 Briefly discuss the strategic management process TVET organizations should follow to develop and execute long-term strategies effectively. (12)

2.2 Clearly state the main four aspects a manager would consider for strategy implementation in TVET institutions. Motivate the aspects you have selected. (8)

QUESTION 3 - Transformational Change and Task Alignment in TVET Institutions. (20)

3.1 State the three core phases of the task alignment in transformational change. (3)

3.2 Explain briefly how a TVET Manager would apply the above phases to ensure that the institution remains relevant and adaptable to the needs of the stakeholders and the job market. (14)

3.3 What is strategic development in your view? (3)

QUESTION 4 - Collaborative Governance and Chaos Theory in SML [12]

4.1 Define the concepts below in your own understanding.

4.1.1 Collaborative governance (2)

4.1.2 Chaos Theory (2)

4.2 Explain how collaborative governance can be applied in managing and improving TVET institutions. (4)

- 4.2** Discuss how leaders of TVET institutions use chaos theory to improve their strategic planning processes? (4)

QUESTION 5 - Case Study Scenario. [14]

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

Title: Strategic Planning for a TVET Institution

You are the newly appointed director of a Technical and Vocational Education and Training (TVET) institution that is experiencing a decline in enrolment and a reputation for outdated programs. The government has allocated a significant budget for revitalizing TVET education in the region, and you are tasked with developing a strategic plan to revamp the institution's programs and attract more students to this Institution.

- 5.1** Mention one challenge and one weakness currently faced by the TVET institution? (2)
- 5.2** Mention one opportunity and one strength that can be leveraged? (2)
- 5.3** Who are the key stakeholders in this situation? (3)
- 5.4** How can you involve students, faculty, industry representatives, and the community in the strategic planning process? (2)
- 5.5** What strategies can be employed to gain their support and buy-in? (2)
- 5.6** How often should the plan be reviewed and adjusted based on performance data? (3)

[End of Paper]

TOTAL MARKS:100