



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

FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Mr. B U Kauteza
MODERATOR:	Dr. I de Waldt

INSTRUCTIONS	
<ol style="list-style-type: none">1. This paper consists of 2 sections (Section A & B) with a total of 5 questions.2. Answer ALL the questions.3. Read all the questions carefully before answering.4. Number the answers clearly	

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

Question 1- Short Questions [10 Marks]

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. **E.g., 1. d. (10)**

1.1 Which function of management involves an effort to direct and lead people to accomplish the planned work of the organisation. (1)

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

1.2 Strategic Governance is a _____ (1)

- 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 An organisation's resources, capabilities and technology are examples of: (1)

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

1.4 The type of approach that brings multiple stakeholders together in common forums to engage in consensus-oriented decision making. (1)

- a. Compromise Approach
- b. Consensus Approach
- c. Collaborative Governance
- d. Strategic Governance

- 1.5** What is Management? (1)
- 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** Which strategic management tool helps identify the relationships between various elements in a company's environment? (1)
- a. Porter's Five Forces
 - b. PESTEL analysis
 - c. Value Chain analysis
 - d. Boston matrix
- 1.7** What is the primary purpose of a governance structure within an organization? (1)
- a. Maximizing shareholder wealth.
 - b. Ensuring compliance with industry standards.
 - c. Providing oversight and strategic direction.
 - d. Minimizing employee turnover.
- 1.8** What is the role of the Board of Directors in the governance structure? (1)
- a. Implementing day-to-day operations.
 - b. Making high-level strategic decisions.
 - c. Managing employee performance.
 - d. Conducting financial audits.
- 1.9** Corporate governance primarily focuses on: (1)
- a. Maximizing shareholder wealth.
 - b. Maximizing employee satisfaction.
 - c. Maximizing customer satisfaction.
 - d. Maximizing government regulations

- 1.10** What does SWOT analysis stand for in strategic management? (1)
- Strengths, Weaknesses, Objectives, Threats
 - Strengths, Weaknesses, Opportunities, Threats
 - Strategy, Weaknesses, Opportunities, Tactics
 - Strategic, Weaknesses, Opportunities, Tactics

SECTION B: STRUCTURED QUESTIONS

Question 1 – Some key concepts in Strategic Management and Leadership [30 Marks]

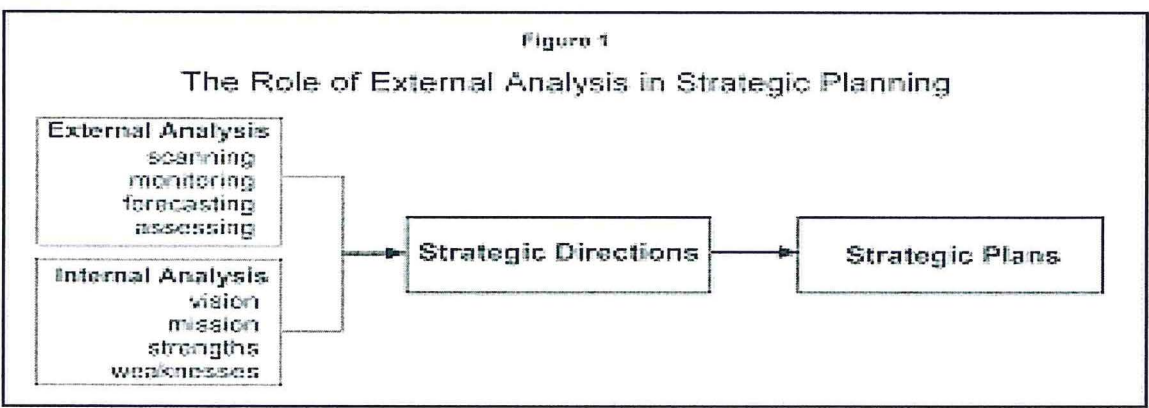
1. Explain the differences between the Strategic Management and Leadership concepts below and give real practical examples to show your competence.
- 1.1 Mission and Vision (6)
 - 1.2 Goals and Objectives (6)
 - 1.3 Operational and Strategic Plan (6)
 - 1.4 Shareholders and Stakeholders (6)
 - 1.5 Corporate and Cooperative Governance (6)

Question 2 - Strategic Management and Strategy implementation [26 Marks]

2. Strategic management is a process for formulating and implementing a strategy. Elaborate systematically how a manager in TVET would apply strategic management and strategy implementation to improve the institution. (26)

Question 3 - Internal Assessment and Assessing Your Environment [20 Marks]

- 3.1 Use the Model in figure 1 below. Briefly discuss how a manager would apply the *four steps* of 'Strategic Management Process' to create an effective strategic (operational) plan for TVET institutions. (12)



- 3.2 Briefly point out four key considerations (Elements) of strategic planning? (4)
- 3.3 Give four examples of functional strategies in an institution. (4)

Question 4 – Case Study: Strategic Management of a TVET Institution [14 Marks]

Background:

ABC Technical Institute (ABCTI) is a Technical and Vocational Education and Training (TVET) institution located in a developing urban area. It offers various programs in fields such as engineering, information technology, and healthcare. ABCTI aims to address the skills gap in the region and prepare students for employment in relevant industries.

Situation:

ABCTI has been facing challenges in maintaining relevance in the rapidly evolving job market. The institution's curriculum and facilities need updating to meet industry standards, and there is increasing competition from other TVET institutions and online learning platforms.

Key Stakeholders:

Management Team of ABCTI

Faculty and Staff

Students

Employers and Industry Partners

Government Authorities and Regulators

Local Community

Answer the following questions from the Case Study:

- 4.1 What are the internal strengths and weaknesses of ABCTI? (4)
- 4.2 Who are ABCTI's main competitors in the TVET sector, and what are their strengths and weaknesses? (3)
- 4.3 How can ABCTI differentiate itself from competitors to attract students and industry partners? (3)
- 4.4 What mechanisms can ABCTI implement to ensure its curriculum remains relevant and up to date? (2)
- 4.5 What strategies can ABCTI use to strengthen its relationships with industry stakeholders? (2)

TOTAL [100 MARKS]

[End of Paper]