



**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: JULY 2024	PAPER: PAPER 2
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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INSTRUCTIONS
<ol style="list-style-type: none">1. This paper consists of 2 sections (Section A & B) with a total of 6 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]

1. 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 What is the purpose of a mission statement in strategic management? (1)

- a. To define the organization's long-term goals.
- b. To outline the organization's core values and purpose.
- c. To specify the strategies for achieving competitive advantage.
- d. To describe the organization's strategic objectives.

1.2 Which of the following is NOT a characteristic of strategic leadership? (1)

- a. Visionary thinking
- b. Short-term focus
- c. Adaptability
- d. Decision-making

1.3 A Strategic Plan is mainly directed by: (1)

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

1.4 Which of the following is NOT a component of SWOT analysis? (1)

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

1.5 What is the last step of the Strategic Planning Process? (1)

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

- 1.6** A Strategic Plan is mainly directed by: (1)
- a. Management restructuring
 - b. Analysis of internal and external factors.
 - c. Management decisions
 - d. Stakeholder involvement
- 1.7** What is the last step of the strategic Management Process? (1)
- a. Formulating Strategies
 - b. Implementing Strategies
 - c. Evaluating Results
 - d. Evaluating Weaknesses
- 1.8** 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.
- 1.9** 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
- 1.10** The primary focus of strategic management is: (1)
- a. strategic analysis
 - b. the total organisation
 - c. strategy formulation
 - d. strategy implementation.

SECTION B: STRUCTURED QUESTIONS

Question 1 - 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 Administration and Management (6)
- 1.2 Management and Leadership (6)
- 1.3 Operational and Strategic Plan (6)
- 1.4 Internal and External Auditing (6)
- 1.5 Corporate and Cooperative Governance (6)

Question 2 - Strategic Management and Strategy implementation [17 Marks]

- 2.1 Briefly point out the relationship between the strategy and the organisational structure of an institution. (8)
- 2.2 Briefly elaborate the difference between the concepts 'Strategic Management Proses' and 'Strategic Planning Process'. (4)
- 2.3 Explain what the concept 'Strategic Governance' in institutions is all about? (5)

Question 3 - Establishing an Effective Planning Approach [16 Marks]

- 3. Draw a simple Strategic Planning Process Model/Diagram to illustrate your conceptual understanding of how a manager would sequentially prepare an effective and informed strategic plan for a TVET institution. (16)

Question 4 – Case Study: Management of a TVET Centre [13 Marks]

Background:

You are the newly appointed manager of a Technical and Vocational Education and Training (TVET) centre in a developing country. The centre offers various vocational courses such as automotive mechanics, plumbing, electrical installation, and computer programming. The centre aims to equip students with practical skills to enhance their employability and contribute to the economic development of the region. However, you have noticed several challenges that need to be addressed to improve the efficiency and effectiveness of the centre's operations.

Challenges:

Outdated Equipment: The centre's equipment and machinery are outdated, making it difficult for students to gain hands-on experience with modern technologies.

Low Enrollment: Despite offering relevant courses, the centre struggles with low enrollment numbers, limiting its impact on the community and revenue generation.

Inadequate Facilities: The facilities at the centre are inadequate, with insufficient classrooms, workshops, and laboratories to accommodate students and deliver practical training effectively.

Limited Resources: The centre operates on a tight budget, limiting its ability to invest in infrastructure upgrades, equipment, and marketing efforts.

Answer the questions below from the Case Study:

- 4.1 How would you address the challenge of outdated equipment at the TVET centre? Provide a detailed plan outlining steps you would take to modernize the equipment and enhance the learning experience for students. (6)
- 4.2 Quote a strategic statement/s from the Case Study that would motivate the industry stakeholders/funding partners to invest in this TVET centre. (2)
- 4.3 What strategies would you implement to increase enrollment at the TVET centre? How would you promote the centre to attract more students, and what initiatives would you introduce to support student recruitment efforts? (5)

Question 5 - Strategic Governance Structure [14 Marks]

5. Draw a neat, clear and properly labelled Governance Structure depicting the three levels of strategic governance. (14)

TOTAL [100 MARKS]

[END OF PAPER]