



PAMIBIA 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 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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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.

PERMISSIBLE MATERIALS

1. Examination paper.
2. Examination script.

THIS QUESTION PAPER CONSISTS OF 4 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

QUESTION 1 - Short Questions [10]

Choose the most suitable answer in the letter: a, b, c or d from the questions below:

1.1 In Strategic Planning the _____ will allow you to make choices on what to do or what you do not do.

- a. Action Plans
- b. Objectives
- c. Goals
- d. Strategic Approach

1.2 A Strategic Plan is mainly directed by:

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

1.3 What is the last step of the Strategic Planning Process?

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

1.4 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

1.5 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

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

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

1.8 The type of approach that brings multiple stakeholders together in common forums to engage in consensus-oriented decision making is called a _____ .

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

1.9 Reasons for Chaos Theory as part of Strategy Implementation cannot include:

- a. Maintains the system stability
- b. Amplify deviations and anomalies
- c. Destabilize the existing leadership
- d. Introduce new patterns into the system

1.10 In terms of Chaos Theory, the division of something into two parts is referred to as _____ .

- a. Non-linear
- b. Strange Attractor
- c. Bifurcations
- d. Dependent Variable

SECTION B: STRUCTURED QUESTIONS

QUESTION 2 - Leadership, Governance, Strategy and Organisational Structure [24]

- 2.1 Discuss the relationship between a strategy and organisational structure. (8)
- 2.2 Briefly discuss the key elements of strategic planning. (5)
- 2.3 Clearly distinguish between 'Strategic Management Process' and 'Strategic Planning Process'. (5)
- 2.4 Give real examples from the TVET environment the meaning of the concepts below:
 - 2.4.1 Strategic Governance (3)
 - 2.4.2 Key Performance Indicators (KPI's) (3)

QUESTION 3 - Establishing an Effective Planning Approach in Institutions [16]

- 3. Draw a detailed Change Management Model depicting the governance of change management framework in TVET institutions. (16)

QUESTION 4 - Strategic Management Models and Assessment of Environments [20]

- 4. Discuss the key elements a strategic manager would consider in the application of the *ABCDE Strategic Planning Model* for the organisational change. (20)

QUESTION 5 - Strategic Governance of an Organisation. [10]

- 5. Explain how you would use *Lewin's Three Phase Model* to institute organisational change in TVET. (10)

QUESTION 6 - Chaos Theory and Strategic Development of Organisations [20]

- 6. Chaos Theory is found in the existence of continuous processes of convergence and divergence, stability and instability, evolution and revolution in every organization.
 - 6.1 Briefly explain and motivate the reasons for applying Chaos Theory as part of strategy implementation. (8)
 - 6.2 Discuss the six propositions one needs to consider when applying Chaos Theory in an organisation. (12)

TOTAL [100]