



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 TRAINER	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: SML620S	COURSE NAME: STRATEGIC MANAGEMENT NAD LEADERSHIP B
DATE: JANUARY 2024	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION	
EXAMINER(S)	Mr B. U. Kauteza
MODERATOR:	Dr O. A. Aloovi

<p style="text-align: center;">INSTRUCTIONS</p> <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 5 PAGES (Including this front page)

SECTION A: MULTIPLE CHOICE QUESTIONS

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 What is the last step of the Strategic Planning Process?

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

1.3 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

1.4 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.

- 1.5** An organisation's resources, capabilities and technology are examples of
- Capital investment
 - Expenses
 - Internal conditions
 - Overhead charges
- 1.6** The type of approach that brings multiple stakeholders together in common forums to engage in consensus-oriented decision making.
- Compromise Approach
 - Consensus Approach
 - Collaborative Governance
 - Strategic Governance
- 1.7** What is Management?
- It is a plan to organise people.
 - An activity to ensure effective output.
 - An act of organising strategic development.
 - An act of executing/putting policies and plans into practice.
- 1.8** Lewin's 3-Phase Model of Change is interpreted as:
- Unfreeze, Refreeze and Change
 - Unfreeze, Change and Refreeze
 - Change, Unfreeze and Refreeze
 - Refreeze, Change and Unfreeze
- 1.9** The 'Limiting Factors' in the Organisational Change Management Process does not include:
- Leadership climate
 - Formal organisation
 - Structural reinforcement
 - Organisation structure

1.10 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.

SECTION B: STRUCTURED QUESTIONS

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

1. Write short notes to clarify the concepts below. Use real examples from TVET to support your answers.

1.1 Vision statement (4)

1.2 Mission statement (4)

1.3 Core values (4)

1.4 Environmental scanning (4)

1.5 Collaborative Governance (4)

QUESTION 2 - Strategic Management Process in TVET Institutions. [22]

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

2.2 State the important aspects for strategy implementation in TVET institutions. (4)

2.3 Give any two practical examples depicting strategy implementation in TVET institutions. (6)

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 Give a broad description of Phase 3 of the task alignment in transformational change. (15)

3.3 What is strategic development in your view? (2)

QUESTION 4 - Case Study Scenario. (18)

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.

Questions below are related to the above Case Study.

- 4.1 What are the current challenges and weaknesses faced by the TVET institution? (2)
- 4.2 What are the opportunities and strengths that can be leveraged? (2)
- 4.3 Who are the key stakeholders in this situation? (2)
- 4.4 How can you involve students, faculty, industry representatives, and the community in the strategic planning process? (2)
- 4.5 What strategies can be employed to gain their support and buy-in? (2)
- 4.6 What key performance indicators (KPIs) should be used to track the progress of the strategic plan? (2)
- 4.7 How often should the plan be reviewed and adjusted based on performance data? (2)
- 4.8 What a strategic plan in your view? (4)

QUESTION 5 – Change Management Framework [10]

Briefly discuss the key differences between the concepts 'Change Planning' and 'Change Management'. (10)

TOTAL [100]