



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 TRAINER	
QUALIFICATION CODE: 06DTVM	LEVEL: 6
COURSE CODE: SML610S	COURSE NAME: STRATEGIC MANAGEMENT NAD LEADERSHIP A
DATE: JUNE 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

FIRST 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 5 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.
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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]

Choose the *correct* letter: a, b, c or d from the questions below:

1.1 What is Management?

- 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.

1.2 The primary focus of strategic management is:

- a. Strategic analysis.
- b. The total organisation.
- c. Strategy formulation.
- d. Strategy implementation.

1.3 The process of taking decisions based on environmental scanning.

- a. Governance process
- b. Collective decision
- c. Strategic Planning
- d. Organising factors and trends that affect work.

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 Which one of the following is at the core of strategic management?

- a. Choosing which organisational objectives to focus on.
- b. Being alert for opportunities to change work responsibilities.
- c. Adapting the organisation to a changing external environment.
- d. Choosing whether to make decisions autocratically or on the basis of participation.

1.6 The fundamental purpose for the existence of any organisation is described by its

- a. Policies
- b. Mission
- c. Procedures
- d. Strategy

1.7 The corporate level of the organisation is where top management directs:

- a. All employees for orientation.
- b. Its efforts to stabilise recruitment needs.
- c. Overall strategy for the entire organisation.
- d. Overall service delivery.

1.8 When defining strategic management, the most important thing to remember is that it is:

- a. Not as easy as you think.
- b. Mainly the province of senior managers.
- c. A living evolving process.
- d. More conceptual than practical.

1.9 The fundamental purpose of an organisation's mission statement is to:

- a. Creates a good human relations climate in the organisation.
- b. Define the organisation's purpose in society.
- c. Define the operational structure of the organisation.
- d. Generate good public relations for the organisation.

1.10 The acronym SWOT stands for:

- a. Special Weapons for Operations Timeliness.
- b. Services, Worldwide Optimization, and Transport.
- c. Strengths Worldwide Overcome Threats.
- d. Strengths, Weaknesses, Opportunities, and Threats.

SECTION B: STRUCTURED QUESTIONS

QUESTION 1

Basic Concepts of Strategic Management, Leadership and Governance [32]

1.1 Differentiate between the basic concepts of Strategic Management and Leadership below.

Support your answers with real practical examples from TVET.

1.1.1 Administration and Leadership (6)

1.1.2 Vision and Mission (4)

1.1.3 Goals and Objectives (4)

1.1.4 Corporate Governance and Cooperative Governance (4)

1.1.5 Stakeholders and Shareholders (4)

1.2 Clarify with real examples from TVET environment the meaning of the concepts below:

1.2.1 Organisational objectives (3)

1.2.2 Strategic Governance (4)

1.2.3 Key Performance Indicators (KPI's) (3)

QUESTION 2

Establishing an Effective Planning Approach [24]

2.1 What is your competence understanding of the concept 'Strategic Planning'. (4)

2.2 Compile simple Strategic Planning Model with only key words to illustrate your conceptual understanding of how you would sequentially prepare an effective and informed strategic plan for a TVET institution. (15)

2.3 Mentioned any five key stakeholders you would bring on board to assist you with the Model in 3.2 above. (5)

QUESTION 3

Strategy Management and Strategic Planning [18]

3. Strategic management is a process for formulating and implementing a strategy.

3.1 Elaborate in your opinion the difference between Strategy and Strategic Management of an organisation? (6)

3.2 Clearly distinguish between 'Strategic Management Proses' and 'Strategic Planning Process'. (4)

3.3 Explain how you would apply the following *strategic planning process* in a TVET environment:

3.3.1 Formulation Stage (4)

3.3.2 Implementation Stage (4)

QUESTION 4

Strategic Governance Structure [16]

Draw a *simple and detailed* Governance Structure depicting an ideal model for TVET Centres in Namibia. Motivate why you think your model is ideal TVET Centres in Namibia.

TOTAL [100]