



**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 AND LEADERSHIP A
DATE: JULY 2023	PAPER: THEORY
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
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 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.
--

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 The primary focus of strategic management is:

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

1.2 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.

1.3 The primary focus of strategic management is:

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

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 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.

1.6 Important principles that will guide decisions and actions in the organisation are:

- a. Unethical
- b. Core values
- c. Goals
- d. Not important

1.7 The key parts of the Strategic Planning Process include:

- a. Planning, Organisation and Guidance.
- b. Vision, Value and Strategy.
- c. Control, Monitoring and evaluation.
- d. Evaluate, Control and Guide.

1.8 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

1.9 What is meant by the term 'Stakeholder'?

- a. A person who is not related to the organisation.
- b. A person who is related to the organisation.
- c. A person who owns the organisation.
- d. A person who purchases shares of the organisation.

1.10 The strategic management process is _____

- a. A set of activities that will ensure a temporary advantage and average returns for the organisation.
- b. A decision-making activity concerned with the organisation's internal resources, capabilities, competencies and independent conditions of its external environment.
- c. A process directed by top-management with input from other stakeholders that seeks to achieve above-average returns for investors through effective use of the organisation's resources.
- d. The full set of commitments, decisions and actions required for the organisation to achieve above-average returns and competitive advantage.

SECTION B: STRUCTURED QUESTIONS

QUESTION 1

Basic Concepts of Strategic Management, Leadership and Governance [34]

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

Support your answer with real practical examples.

1.1.1 Management and Leadership (4)

1.1.2 Strategic Planning and Operational Planning (4)

1.1.3 Vision and Mission (4)

1.1.4 Strategic Planning and Strategic Management (4)

1.1.5 Governance and Administration (4)

1.1.6 Internal and External Environment (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

Strategy Management Process and Effective Environment [16]

2.1 Explain in your own words how you would apply the *four steps* of 'Strategic Management Process' to create an effective strategic management plan for a TVET institution. (12)

2.2 Briefly discuss the elements of strategic planning. (4)

Question 3

Common Strategic Planning Questions [25]

There are multiple questions developed over years with the intention of helping organisations simplify their strategy and reporting processes. It has nowadays become clear that many organisations struggle with similar strategic planning questions. However, all these questions are important—and the answers tend to help organisations get a better grip on their strategy. Therefore, some of the most frequently asked questions from the TVET perspective are share below.

As a would be TVET manager, provide suitable answers for the questions below from the Namibian TVET context:

3.1 What is the reasonable time frame a strategic plan should cover? (2)

3.2 How often should we review progress on our strategic plan? And why? (6)

3.3 Who should be part of the strategic planning process? And why? (5)

3.4 What are the most critical questions the strategic team should consider when undertaking this assessment? (4)

3.5 Which four main questions are we confronted with when it comes to devising a strategy? (4)

3.6 What is the difference between a strategic plan and an operational work plan? (4)

QUESTION 4

Strategic Governance Structure [15]

4.1 Draw a *simple and detailed* Governance Organisational Structure depicting an ideal model for TVET Centres in Namibia. Motivate why you think your model is ideal TVET Centres in Namibia. (10)

4.2 Identify *five* functions of the Head of Centre (CEO) in your model above. (5)

TOTAL [100]