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: SML620S	**COURSE NAME:** STRATEGIC MANAGEMENT NAD LEADERSHIP B
DATE: NOVEMBER 2023	**PAPER:** THEORY
DURATION: 3 HOURS	**MARKS:** 100

FIRST OPPORTUNITY EXAMINATION PAPER	
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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 The basic activities of strategic management include:

a. Offense, defence, and control.

b. Situation analysis, strategic formulation, implementation, and evaluation.

c. Development, control, and management.

d. Ethics, management, and practice

1.2 An organisation's strategies should be designed so that they incorporate:

a. Opportunities and capabilities

b. Resources and capabilities

c. Only traditional values of past organisations

d. Opportunities, threats, resources, and capabilities

1.3 Situational analysis involves the process of:

a. Designing and choosing appropriate organisational strategies.

b. Analysing the current environment of the organisation.

c. Analysing the external environment only.

d. Evaluating the internal aspects of the organisation.

1.4 _____ are the resources, skills, or other advantages an institution enjoys relative to its competitors.

a. Weaknesses

b. Strengths

c. Threats

d. Opportunities

1.5 A _____ is a limitation or deficiency in resources, skills and capabilities that seriously impede the effective performance.

a. Strength

b. Threat

c. Opportunities

d. Weakness

1.6 _____ is a widely used framework to summarise an institution's situation or current position.

a. SWOT analysis

b. PEST analysis

c. PESTEL analysis

d. Evaluation

1.7 Which of the following is true for small institutions in relation to strategic planning?

a. It belongs in all organisations.

b. It is too expensive.

c. It only belongs in large organisations.

d. The benefits are long term.

1.8 _____ of an organisation deals with investigating of organisational strengths and weaknesses by focusing on factors which are relevant to it.

a. External analysis

b. Internal analysis

c. Industry analysis

d. Business analysis

1.9 Organisational Change also refers to _____

a. Changing the people in the organisation.

b. Changing the culture, underlying technologies, operational infrastructure, and internal processes.

c. Changing the goals and objectives in the organisation.

d. Changing the operations of stakeholders in the organisation.

1.10 The type of governance in which public and private actors work collectively in distinctive ways.

a. Collaborative Governance

b. Strategic Governance

c. Dual Governance

d. Distinctive Governance

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 and mission (4)

1.2 Goals and objectives (4)

1.3 Operational and action plans (4)

1.4 Key Performance Indicators (KPI) (4)

1.5 Balance Scorecard (4)

QUESTION 2 - Organisational Change Management. [20]

2.1 Differentiate between the concepts 'Organisational Change Management' and 'Organisational Development'. (5)

2.2 Identify and explain the four main types of Organisational Change. (15)

QUESTION 3 - Organisational Effectiveness, Efficiency, and the Chaos Theory. [18]

3.1 Make a clear distinction between 'Organisational Effectiveness' and Organisational Efficiency'. (4)

3.2 Briefly discuss the steps a TVET manager would follow to apply Chaos Theory in reality. (14)

QUESTION 4 - Collaborative Governance and Model. [12]

4.1 Briefly explain the concept collaborative governance. (6)

4.2 Give any two examples of Collaborative Governance for resource mobilisation in TVET. (6)

QUESTION 5 - CASE STUDY SCENARIO [20]

Title: Managing TVET (Technical and Vocational Education and Training) Institutions

This case study explores the challenges and strategies involved in managing a TVET institution. TVET institutions play a critical role in equipping students with practical skills and knowledge necessary for the workforce. In this scenario, we'll examine a fictional TVET institution, "Nawa Institute," and the issues its management faces.

Nawa Institute is a reputable TVET institution offering a wide range of technical and vocational programs. It has a diverse student body and a dedicated faculty. However, in recent years, Nawa Institute has encountered various challenges that have impacted its overall performance and reputation.

5.1 What factors might be contributing to the declining enrolment at Nawa Institute? (2)

5.2 How can Nawa Institute ensure that its curriculum remains relevant to the evolving needs of the job market? (3)

5.3 What strategies can Nawa Institute implement to enhance faculty development and ensure that instructors are up to date with industry standards? (2)

5.4 How should Nawa Institute allocate its resources to address both short-term needs and long-term sustainability? (3)

5.5 What steps can Nawa Institute take to enhance student support services and improve student retention rates? (3)

5.6 How can Nawa Institute ensure the quality of its programs and maintain a positive reputation? (3)

5.7 What strategies can Nawa Institute use to engage with the local community and industry to strengthen its ties and improve opportunities for its students? (2)

5.8 How can Nawa Institute leverage technology to enhance the learning experience and streamline administrative processes? (2)

TOTAL [100]