



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

**FACULTY OF COMMERCE, HUMAN SCIENCE AND EDUCATION**

**DEPARTMENT OF TECHNICAL, VOCATIONAL EDUCATION AND TRAINING**

<b>QUALIFICATION : DIPLOMA IN TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING: MANAGEMENT</b>	
<b>QUALIFICATION CODE: 06DTVM</b>	<b>LEVEL: 6</b>
<b>COURSE CODE: SML620S</b>	<b>COURSE NAME: STRATEGIC MANAGEMENT AND LEADERSHIP B</b>
<b>SESSION: NOVEMBER 2025</b>	<b>PAPER: 1</b>
<b>DURATION: 3 HOURS</b>	<b>MARKS: 100</b>

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	<b>DR INDEPENTIA DE WALDT</b>
<b>MODERATOR:</b>	<b>MR BENHARDT U KAUTEZA</b>

<b>INSTRUCTIONS</b>
<ol style="list-style-type: none"><li>1. Answer ALL the questions.</li><li>2. Read all the questions carefully before answering.</li><li>3. Number the answers clearly</li></ol>

**THIS EXAMINATION QUESTION PAPER CONSISTS OF 5 PAGES (Including this front page)**

**Question 1**

**(10 marks)**

**Read the following statements and indicate true if you agree with the statement and false if you do not agree.**

- 1.1 Preparing for change, managing change, and reinforcing change are common elements of the different change management models. **(1 mark)**
- 1.2 Organisational change is the movement of an organisation away from its present state and toward some desired future state to increase its effectiveness. **(1 mark)**
- 1.3 SMART Key Performance Indicators are broad, high-level targets that an organisation aims to achieve over the long term. **(1 mark)**
- 1.4 Organisational culture refers to the way an organisation is governed. It is the technique by which companies are directed and managed. **(1 mark)**
- 1.5 Strategic objectives are very precise, time-based, measurable actions that support the completion of a goal. **(1 mark)**
- 1.6 Environmental analysis is not important when developing a strategic plan for a VTC. **(1 mark)**
- 1.7 Strategic leadership, physical infrastructure, and financial resources are key enablers for strategy implementation. **(1 mark)**
- 1.8 Chaos theory is the study of how small changes can lead to big, unpredictable results in systems that appear to be complex and random, but actually follow underlying rules. **(1 mark)**
- 1.9 The strategic management process is defined as the process by which managers make a choice of a set of strategies for the organisation that will enable it to achieve better performance. **(1 mark)**
- 1.10 Lewin's change management model consists of three stages: namely, unfreezing, changing, and refreezing. **(1 mark)**

**Question 2****(7 marks)**

Match the definition on the right with the correct term on the left. Only write down the number: example: 1. e.

	Term	Definition
1	Strategic management	a. States the current and future objectives of an organisation
2	Strategy	b. Systematic processes used to assess the performance, effectiveness, and impact of projects, programs, policies, or organisations
3	Monitoring and evaluation	c. A short statement of why an organisation exists, what its overall goal is, identifying the goal of its operations: what kind of product or service it provides, its primary customers or market, and its geographical region of operation
4	Organisational culture	d. Refers to the shared values, beliefs, norms, symbols, and behaviors that shape how work gets done within a company or institution
5	Strategic leadership	e. Refers to the planning, management, and utilization of resources to define and achieve objectives efficiently
6	Vision	f. A general direction is set for the company and its various components to achieve a desired state in the future
7	Mission	g. Aligns vision, long-term goals, and organisational strategy

**Question 3****(15 marks)**

You have been the Centre Manager at Hardap Vocational Training Centre for ten years. The Centre's current strategic plan is set to expire in December 2025. A new five-year strategic plan is being developed, and all employees are involved in its development.

Explain the strategic planning model to be used in developing the strategic plan. **(15 marks = one mark for the correct stage mentioned and two marks for two correct activities mentioned under each stage).**

**Question 4****(10 marks)**

SWOT analysis and PESTLE analysis are used to assess the internal and external factors affecting an organisation.

4.1 Mention five (5) reasons why SWOT analysis is important for an organisation. **(5 marks)**

4.2 Mention five (5) reasons why PESTLE analysis is important for an organisation. **(5 marks)**

**Question 5****(15 marks)**

Collaborative governance brings multiple stakeholders together in common forums with public agencies to engage in consensus-oriented decision-making. According to Namibia's 2023 Population and Housing Census Labour Force Report, 44.4% of Namibia's youth are unemployed.

5.1 Explain why a collaborative governance approach for TVET is required to solve this challenge. **(4 marks)**

5.2 Mention at least five (5) stakeholders in the TVET sector who should be involved in addressing this challenge. **(5 marks)**

5.3 Mention the criteria that should be used in using the collaborative governance approach. **(6 marks)**

**Question 6****(43 marks)**

**Read the scenario below and answer the questions that follow:**

Mr Iiyambo joined Oanob Vocational Training Centre in March 2025, a government-funded institution. For over 10 years, it has been the cornerstone of community development, offering certificates in trades like automotive mechanics, carpentry, office administration, and hospitality. However, in recent years, it has faced significant challenges, including declining enrollment numbers, financial pressure, and outdated curricula. Mr Iiyambo has decided to do a comprehensive diagnosis of the VTC.

6.1 Explain the purpose of diagnosing the VTC. **(3 marks)**

6.2 Mention the steps that will be used in the diagnostic cycle. **(9 marks)**

6.3 Following the diagnosis, Mr Iiyambo presented a very ambitious strategic plan to revitalise Oanab VTC. The new strategic plan involves the following key initiatives:

1. Integration of technology in the workshops and classrooms for all trades. Introducing new courses in Solar Panel Installation and Maintenance, and Digital Design for Carpentry. This requires purchasing new equipment and installing high-speed internet across the VTC.
2. Curriculum overhaul: A complete revision of all course materials to integrate technology. This means some old modules will be removed, and all Trainers must be retrained.
3. Organisational restructuring: Creating new positions, including Trainers for the new courses and a "Head of Information Technology".

6.3.1 Discuss the types of organisational change that will happen. **(8 marks)**

6.4 The new strategic plan has been met with mixed responses. Young trainers are excited about the new technology, and many trainees are eager for more relevant skills. However, several long-serving staff members are anxious and resistant. Mr Louw, a carpentry trainer with 10 years of service, was overheard saying, "This is not the VTC I joined. Management wants to replace everything with computers."

6.4.1 Mention five reasons why Mr Louw may be resisting the proposed changes. **(5 marks)**

6.4.2 Explain how the ADKAR change management model can be applied to manage the changes. **(10 marks)**

6.4.3 Discuss how the Centre Manager can support the organisational changes. **(8 marks)**

**TOTAL = 100 MARKS**

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