



**NAMIBIA UNIVERSITY  
OF SCIENCE AND TECHNOLOGY**

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

**DEPARTMENT OF MARKETING, LOGISTICS AND SPORT MANAGEMENT**

<b>QUALIFICATION:</b> Bachelor of Sport Management Honours	
<b>QUALIFICATION CODE:</b> 08BSPH	<b>LEVEL:</b> 8
<b>COURSE CODE:</b> SMS802S	<b>COURSE NAME:</b> Strategic Management in Sport
<b>SESSION:</b> NOVEMBER 2025	<b>PAPER:</b> THEORY
<b>DURATION:</b> 3 HOURS	<b>MARKS:</b> 100

<b>FIRST OPPORTUNITY EXAMINATION QUESTION PAPER</b>	
<b>EXAMINER(S)</b>	MR. PETER HAUFIKU
<b>MODERATOR:</b>	Mrs. T'Neil Young

<p style="text-align: center;"><b>INSTRUCTIONS</b></p> <ol style="list-style-type: none"><li>1. This paper comprises <b>FIVE (5)</b> questions.</li><li>2. Answer <b>ANY FOUR (4)</b> questions.</li><li>3. Read all the questions carefully before answering.</li><li>4. Marks for each question are indicated at the end of each question</li><li>5. Write clearly and neatly.</li><li>6. Number the answers clearly.</li></ol>
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**THIS EXAMINATION PAPER CONSISTS OF 2 PAGES (Including this front page)**

**Question 1****(25 Marks)**

Explain the importance of strategic analysis in sport organizations. Using the Namibia Netball Association (NNA) as a case study, show how environmental scanning (PEST) and industry analysis (Porter's Five Forces) can be applied to grow the women's game nationally over the next three years.

**Question 2****(25 Marks)**

Discuss strategy formulation in sport using SWOT and the Balanced Scorecard (BSC). Apply these tools to design a two-year strategy for a new semi-professional club in the Namibia Football Premier League (NFPL).

**Question 3****(25 Marks)**

Explain the challenges of strategy implementation in Namibia, focusing on grassroots sport. Propose a 6-month implementation plan to launch a regional youth rugby programme in Erongo. Show how you would manage resistance to change, limited resources, and weak data systems.

**Question 4****(25 Marks)**

Evaluate athlete activism and social responsibility (CSR) in strategic management. Using a Namibian example (e.g., Brave Warriors or a leading marathoner), explain how a federation can support athlete-led causes (mental health, GBV, education) while safeguarding commercial relationships and performance priorities.

**Question 5****(25 Marks)**

Describe the importance of monitoring and evaluation (M&E) in sport strategies. Using the Namibia Rugby Union (NRU) or Cricket Namibia, design a one-season M&E framework (KPIs, data sources, cadence, and benchmarks) to track participation growth and high-performance outcomes.

**Total: 100 Marks****END OF EXAMINATION**