



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY
FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION
DEPARTMENT OF GOVERNANCE AND MANAGEMENT SCIENCES**

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| QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT | |
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| COURSE CODE: BSL712S | COURSE NAME: SMALL MEDIUM ENTERPRISE STRATEGY AND LEADERSHIP |
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| DURATION: 3 HOURS | MARKS: 100 |

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| FIRST OPPORTUNITY EXAMINATION QUESTION PAPER | |
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THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

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| INSTRUCTIONS | |
| 1. | Answer all questions . |
| 2. | Read all the questions carefully before answering. |
| 3. | Marks for each question are indicated at the end of each question. |
| 4. | Please ensure that your writing is legible, neat and presentable and start each Section on a new page. |

PERMISSIBLE MATERIALS

1. Examination question paper
2. Examination answer sheet

GOOD LUCK!!

Question 1

[10x2=20 Marks]

Select the correct answer from the given options. Indicate the letter of the correct answer next to the corresponding question number in the given answer book.

1.1 Which of the following is a method that can be used to conduct an internal audit?

- I. Internal factor evaluation matrix
- II. External factor evaluation matrix
- III. Internal factor evaluation measurement
- IV. External factor evaluation measurement
- V. Resource framework

- a) i
- b) li
- c) lii
- d) lv
- e) v

1.2 Which of the following best describes Porter's Cost Leadership strategy?

- a. Charging the highest possible price
- b. Offering unique features that justify higher prices
- c. Achieving lower costs than competitors while offering acceptable quality
- d. Targeting a niche segment with unique needs
- e. Combining high quality with high costs

1.3 A company focusing on luxury handbags for a wealthy niche market is applying which generic strategy?

- a. Cost Leadership
- b. Differentiation
- c. Focus
- d. Best-Cost
- e. Horizontal Integration

1.4 Best-Cost strategy is best defined as:

- a. Offering the lowest prices in the market regardless of quality
- b. Combining cost efficiency with product differentiation to provide superior value
- c. Entering into unrelated industries to spread risks
- d. Reducing costs by outsourcing non-core activities
- e. Focusing on a narrow market segment with customized products

1.5 Shoprite expanding into new African countries is an example of which growth strategy?

- a. Product Development
- b. Market Development
- c. Diversification
- d. Vertical Integration
- e. Retrenchment

1.6 The term "strategy" refers to

- a. an effort an organisation implements to outperform its rivals
- b. deliberate action an organisation implements to outperform its rivals
- c. coincidental action an organisation performs to outperform its rivals
- d. a and b
- e. none of the above

1.7 A "strategic planning champion" should be a(n) ...

- a. social craftsperson
- b. artful interpreter
- c. known stranger
- d. all of the above
- e. none of the above

1.8 A competitive advantage should fulfil which of the following criteria?

- I. Relate to an attribute with value to the target customer segment
- II. Be perceived by the customer as a competitive advantage
- III. Be sustainable
- IV. Can easily be imitated by competitors
- V. Relate to an attribute with no value or relevance to the target customer segment

- a) i, ii & iii
- b) i, ii & v
- c) i, iv & v
- d) i, iii & v
- e) iii, iv & v

1.9 The advantage of the Canvas Model is that it takes a holistic approach and then breaks up the business into nine elements, each of which can be evaluated separately in order to focus on activities.

- a) value-adding

- b) financial
- c) operational
- d) strategic
- e) none of the above

1.10 The outcome of the internal analysis will determine what an organisation ...

- I. does well
- II. will do
- III. wants to do
- IV. cannot do
- V. does not do well

- a) iii
- b) i & v
- c) i, ii & iii
- d) i & iie
- e) None of the above

Question 2

[80 Marks]

- 2.1 Choose from the list of Business Model Canvas elements provided to match the following examples to the correct Business Model Canvas elements. (9)

Example of how this question is to be answered: b. Customer Segmentation

- a. A bank provides a mobile app for easier money transfers.
- b. Coca-Cola partners with local bottling companies worldwide.
- c. A gym offers monthly membership subscriptions.
- d. Woolworths sells both in-store and online.
- e. MTC Namibia provides call centers and online chat support.
- f. Nedbank Namibia secures funding from investors.
- g. A tailor makes custom suits for high-income individuals.
- h. A construction company buys cement, steel, and machinery.
- i. Netflix offers customers movies and series on demand.

Business Model Canvas Elements

Customer Segment

Key Activities

Channels

Revenue Streams

Key Partnerships

Customer Relationships

Key Resources

Value Proposition

Channels

- 2.2 Corporate governance provides a framework for responsible and effective management of a company. List the possible benefits organisations could realise if the underlying principles of good corporate governance are achieved. (4)
- 2.3 What initiatives have been taken in Namibia to ensure good corporate governance in organisations? (6)

- 2.4 Strategic management enables an organisation to have a clear understanding of its mission, its vision for where it wants to be in the future and the values that will guide its actions. Discuss the three stages of the strategic management process. (13)
- 2.5 An *antidote* counteracts or neutralises something harmful. Outline the antidotes to the VUCA world (8)
- 2.6 The VRIO analysis suggests the user consider the internal competitive advantage of its key resources using four lenses for analysis. What are the elements of the VRIO framework? (4)
- 2.7 Explain any five reasons why lack of managerial competencies can be a barrier to strategy formulation. (10)
- 2.8 When conducting strategic change, organisations plan and implement changes to boost competitive advantage or achieve another significant goal. What are the main triggers or forces of strategic change? (10)
- 2.9 Organisational culture can become a source of a competitive advantage. However, there are various ways to classify organisational culture. Explain the various categories into which organisational culture can be divided. (12)
- 2.10 Strategic control provides feedback on the formulation and implementation phases of the strategic management process. Outline the various types of strategic control. (4)

END OF QUESTION PAPER