



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

QUALIFICATION: BACHELOR OF BUSINESS MANAGEMENT	
QUALIFICATION CODE: 07BBMN	LEVEL: 7
COURSE CODE: BSL712S	COURSE NAME: SMALL MEDIUM ENTERPRISE STRATEGY AND LEADERSHIP
SESSION: DECEMBER 2025	PAPER: 1
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	Ms O.N Kangandjo Mr J Andima
MODERATOR:	Ms A.J.E Tjueza

THIS QUESTION PAPER CONSISTS OF 6 PAGES (Including this front page)

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
3. Calculator

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 Netflix producing its own movies is an example of:
- Forward Vertical Integration
 - Backward Vertical Integration
 - Horizontal Integration
 - Related Diversification
 - Unrelated Diversification
- 1.2 Which of the following is an example of horizontal integration?
- Coca-Cola focusing on soft drinks
 - Facebook acquiring Instagram
 - Netflix creating original content
 - Disney launching Disney+
 - Toyota launching hybrid cars
- 1.3 Virgin Group's move into airlines, music, and telecoms is an example of:
- Related Diversification
 - Unrelated Diversification
 - Market Penetration
 - Retrenchment
 - Vertical Integration
- 1.4 A retrenchment strategy typically involves:
- Entering new geographic markets
 - Reducing costs and restructuring operations
 - Forming joint ventures
 - Launching new products in existing markets
 - Acquiring competitors
- 1.5 A large automobile manufacturer acquires a supplier that provides the specialised microchips necessary for its electric vehicle production. This move is an example of:
- Forward Vertical Integration
 - Backward Vertical Integration
 - Horizontal Integration
 - Market Development
 - Best-Cost Strategy
- 1.6 Which element of the Business Model Canvas identifies the different groups of people or organizations a business aims to reach?
- Revenue Streams
 - Customer Segments
 - Channels

- d. Key Activities
 - e. Customer Relationships
- 1.7 Which of the following is an example of a Channel in the Business Model Canvas?
- a. A company's call center
 - b. Employee salaries
 - c. Partnership contracts
 - d. Key resources
 - e. Key Activities
- 1.8 When Netflix uses recommendation algorithms to build customer loyalty, it is focusing on:
- a. Customer Segments
 - b. Revenue Streams
 - c. Customer Relationships
 - d. Cost Structure
 - e. Partnership contracts
- 1.9 Which of the following is NOT part of the nine elements of the Business Model Canvas?
- a. Competitive Advantage
 - b. Key Partners
 - c. Cost Structure
 - d. Channels
 - e. Revenue Streams
- 1.10 When Yango charges riders per trip, this represents:
- a. Cost Structure
 - b. Revenue Streams
 - c. Customer Segments
 - d. Key Resources
 - e. Channels

Question 2

[8 Marks]

2.1 Define the following concepts.

(a) Strategic management (2)

(b) Corporate governance (2)

(c) Triple bottom line reporting (2)

(d) VRIO Framework (2)

Question 3

[72 Marks]

- 3.1 Outline any two aspects that must be studied when following the resource-based approach to doing an internal environmental analysis. (2)
- 3.2 Michael Porter' s generic strategies are an important tool for organisations to use when creating their business-level strategies. They help organisations make strategic decisions about how they will compete in their industry to reach their business goals. Explain these strategies and provide a practical example for each of the strategies. (12)
- 3.3 It is widely accepted that organisations work in a VUCA world in current times. Define the acronym VUCA. (4)
- 3.4 Strategic leadership is a vital component for long-term success in any organisation. Explain any four components of strategic leadership. (8)
- 3.5 Corporate governance is critical in the strategic management process. Explain the role of corporate governance at each stage of the strategic management process. (13)
- 3.6 External environmental analysis focuses its attention on identifying and evaluating trends/events beyond the control of a single organisation, and also reveals opportunities and threats confronting the organisation. What are the components of the environmental scanning analysis? (4)
- 3.7 Conducting an industry analysis is important for companies to learn how market conditions affect their business. What are Michael Porter's Five Forces that he identified as important when conducting industry analysis? (5)
- 3.8 The value chain is a strategic tool that helps managers analyse where value is created in the process (strengths) and where inefficiencies exist (weaknesses). Explain the two components of the value chain and provide two practical examples for each of the activities. (8)
- 3.9 It is proven that 9 out of 10 organisations fail to implement strategies successfully. Identify four barriers to strategy implementation (8)
- 3.10 Reward systems play a crucial role in strategy implementation by motivating and aligning the efforts of employees with the organisation's strategic objectives. Outline any three types of reward systems. (6)

- 3.11 The last stage of the strategic management process is strategy control and evaluation. Why is strategic control an important component of the strategic management process? (2)

END OF QUESTION PAPER