

# UNIVERSITY OF SWAZILAND



## FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND

MANAGEMENT 2009/2010

FINAL EXAMINATION PAPER

December, 2009

TITLE OF PAPER:	School Administration
COURSE CODE:	EDF 401
TIME ALLOWED:	Three (3) hours
NOTES AND INSTRUCTIONS:	<ol style="list-style-type: none"><li>1. This question paper has two sections, A and B. Section A has a total of 50 marks and section B has a total of 50 marks. The total for the paper is 100 marks.</li><li>2. There is other information and instruction under each section.</li></ol>

**THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR**

## SECTION A

**Answer all five questions in this section. This section has a total of 50 marks.**

### **Question 1**

Discuss the importance of the informal structure within a formal organization using an example of a school you are familiar with. [6]

### **Question 2**

Describe the merits and de-merits of the bureaucratic model of administration and explain how you would minimize its negative consequences in the school environment. [15]

### **Question 3**

Examine how the following factors in the school and the larger environment may influence the effectiveness of schools and explain how the situation may be improved.

- (a) community served by the school
- (b) pupils who attend the school
- (c) expectation of the clientele
- (d) the nature and amount of resources made available [8]

### **Question 4**

- (a) Describe the four styles (types) of decision making you have observed in a school or schools you know. [4]
- (b) Use examples to illustrate where each of the types of decision-making would be most appropriate. [4]
- (c) Why do you think most leaders are reluctant to take decisions? [2]

**Question 5**

(a) Explain how you would change the style of leadership with the maturity of followers in your school. [5]

(b) If you were posted to lead a school characterized by division of staff between pro administration and anti administration and also with the lowest student academic performance, which leadership behaviour would you adopt and why? [2]

(c) Explain briefly what the leadership behaviour mentioned in 5 (b) above would involve [4]

**SECTION B**

**Choose two questions in this section. Each question has 25 marks, for a total of 50 marks.**

**Question 6**

Evaluate current systems of communication in your organization or school you are familiar with and explain how they can be improved for the effective running of the organization. [25 marks]

**QUESTION 7**

Discuss the functions and activities of your role as an instructional leader of a school. [25 marks]

**QUESTION 8**

Review the styles of leadership that you have observed within a school organization you know and discuss how you would have operated if you were the head of this organization. [25 marks]