

**UNIVERSITY OF SWAZILAND**  
**DEPARTMENT OF ADULT EDUCATION**  
**CERTIFICATE IN ADULT EDUCATION YEAR 11**  
**MAIN EXAMINATION PAPER – DECEMBER, 2015**

**TITLE OF PAPER** : **PROGRAMME MANAGEMENT 1**

**COURSE CODE** : **CAE 210**

**TIME ALLOWED** : **THREE (3) HOURS**

**INSTRUCTIONS** : **1. ANSWER ALL QUESTIONS IN SECTION 'A'**  
**2. ANSWER TWO QUESTIONS IN SECTION 'B'**

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

**SECTION A**  
**ANSWER ALL QUESTIONS**

**Question 1**

- a) Differentiate a programme from a project. [10]
- b) Using appropriate examples to illustrate your answer, discuss the three types of programmes you have studied in the course. [15]
- [25 marks]

**Question 2**

- a) Give a definition of the concept 'organization'. [5]
- b) According to Kreitner (1995), organizations are classified under four (4) categories. Using appropriate examples to illustrate your answer identify and discuss these four (4) categories of organizations as indicated by Kreitner (1995). [20]
- [25 marks]

**SECTION B**  
**ANSWER ONLY TWO QUESTIONS**

**Question 3**

- a) Give a definition of the concept 'community development'. [5]
- b) The following features of community development are important indicators that indeed a programme/project is to change the lives of the people;
- i. Collective action [5]
  - ii. Need orientation [5]
  - iii. Objective orientation [5]
  - iv. Action at grassroots level [5]

Write short notes on each of these features and indicate in each its importance for a community. [20]

[25 marks]

**Question 4**

Organizations are not static they change, which means they are also like humans; they have a life-cycle. Daft and Murphy (2010) indicate that organizations go through five (5) stages in their life-cycle. Using appropriate examples to illustrate your answer identify and discuss the five (5) stages of organizational life-cycle as indicated by Daft and Murphy (2010).

[25 marks]

**Question 5**

Identify and discuss at least five (5) key resources in organizations and using appropriate examples indicate how these can be managed as a scarce resource.

[25 marks]