

**UNIVERSITY OF SWAZILAND**  
**DEPARTMENT OF EDUCATIONAL**  
**FOUNDATIONS AND MANAGEMENT**

**FINAL EXAMINATION QUESTION PAPER, MAY 2006**

- TITLE OF PAPER** : **EDUCATIONAL ADMINISTRATION (B.ED. IV)**
- COURSE CODE** : **EDF 400 (i) (M)**
- TIME ALLOWED** : **THREE (3) HOURS**
- INSTRUCTIONS** :
1. **THIS QUESTION PAPER CONSISTS OF SECTIONS A AND B. MAKE SURE THAT YOU HAVE BOTH.**
  2. **SECTION A CARRIES 50 MARKS, AND CONSISTS OF SHORT ANSWERS. ANSWER ALL QUESTIONS IN THIS SECTION ON THE QUESTION PAPER ITSELF.**
  3. **SECTION B HAS 3 QUESTIONS. ANSWER QUESTION 1 AND ANY OTHER 2 IN THE ANSWER FOLDER. EACH QUESTION CARRIES 25 MARKS. YOU ARE REMINDED THAT IN ASSESSING YOUR ANSWERS IN THIS SECTION. ACCOUNT WILL BE TAKEN OF THE GENERAL QUALITY OF EXPRESSION.**
  4. **AT THE END OF THE EXAMINATION PUT YOUR SECTION A INSIDE THE ANSWER FOLDER WHICH HAS SECTION B.**

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

**SECTION A**

ID. NO: \_\_\_\_\_

Answer all questions in this section in the spaces provided. Each answer item carries 1 mark, for a total of 30 marks.

1. List below the five functions (types) of downward communication:

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

[5 marks]

2. In a circular addressed to all schools in Swaziland, the Ministry of Education has said, "A teacher may only communicate with the Ministry through the headteacher ... and where possible his manager". With reference to this statement, state whether it would be TRUE or FALSE to say that this circular is:

- (a) an example of downward communication \_\_\_\_\_
- (b) prescribing upward communication \_\_\_\_\_
- (c) discouraging upward communication \_\_\_\_\_

[3 marks]

3. List below the seven components of the communication model that you have studied:

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

(f) \_\_\_\_\_

(g) \_\_\_\_\_

[7 marks]

4. (a) When explaining semantics as a 'barrier to effective communication,' Robbins (1980) notes that 'words sometimes change meaning over time.' Think of a word that has changed meaning 'over time' and do the following:

(i) Indicate the word \_\_\_\_\_ [1]

(ii) Briefly give its earlier meaning \_\_\_\_\_

\_\_\_\_\_ [2]

(iii) Briefly give its present meaning \_\_\_\_\_

\_\_\_\_\_ [2]

[5 marks]

(b) Robbins (1980) also notes that 'sometimes words change meaning over [geographic] space, such that a word may mean one thing in one place and something else in another place.' Think of a word whose meaning changes over space and do the following:

(i) Indicate the word \_\_\_\_\_ [1]

(ii) Indicate the place \_\_\_\_\_ [1]

(iii) Briefly give the meaning of this word in this place

\_\_\_\_\_ [2]

(iv) Indicate the other place \_\_\_\_\_ [1]

(v) Briefly give the meaning of this word in this place

\_\_\_\_\_

\_\_\_\_\_

[2]

[7 marks]

5. Name three methods that may be used 'to estimate the future manpower requirements of a country' (Musaazi, (1987):

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(3 marks)

6. "Generally speaking, ... the educational planning process may be seen as consisting of three stages" (Musaazi 1987). Name these stages below:

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(3 marks)

7. Indicate whether each statement below is True or False:

(a) The decision by the Government of Swaziland to phase in free education at primary school level is going to stimulate a big social demand for education in the country \_\_\_\_\_

(b) The simple planning some schools and their communities do alone should ideally become part of the large-scale planning that is done by the planning officers at the ministry of headquarters \_\_\_\_\_

(c) The cost-benefit analysis approach to educational planning and the rate-of return approach both look at education from an investment point of view \_\_\_\_\_

(d) In Swaziland today the social demand approach to educational planning is followed for primary and secondary education, whilst for tertiary education the manpower approach is followed \_\_\_\_\_

(e) The problem of unemployment in Swaziland can be solved by adopting the manpower approach to educational planning \_\_\_\_\_

(f) In recent years, some schools have established vocational subjects in Swaziland. This phenomenon indicates that:

(i) there is a lot of social demand for education \_\_\_\_\_

(ii) Swaziland has a big need for vocational manpower \_\_\_\_\_

(7 marks)

8. Name the three types of authority that have been outlined by Musaazi (1987), originally identified by Max Weber:

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

[3 marks]

9. Name the three methods of delegation that have been outlined by Musaazi (1987):

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(d) \_\_\_\_\_

[4 marks]

10. State whether each statement below is **True** or **False**:

(a) The headteachers of Swaziland have been complaining that they were not trained in bookkeeping, therefore government should hire bursars for the schools. If government could meet this request, bursars could be hired to do the books of accounts and headteachers would free themselves from the financial responsibilities of their schools \_\_\_\_\_.

- (b) The headteacher of a school once said to his deputy, "I will be away for the whole day. If students from the colleges or the University come looking for places to do their Teaching Practice here, ask them to come tomorrow when I will be available to help them." This headteacher had delegated all the authority to his deputy to deal with the student from the colleges or the University \_\_\_\_\_
- (c) The exception principle states that rules and procedures should be formulated to deal with routine matters that recur; such matters should then be assigned to lower level officer who will be guided by the rules in dealing with these matters. This statement suggests that the exception principle is in fact a principle about delegation \_\_\_\_\_

[3 marks]

**SECTION B**

Attempt any two questions in this section and answer them on the examination script provided.

1. Discuss the “difficulties and fears of delegation” that have been outlined by Musaazi (1987), relation to a school or schools that you know. [25 marks]
2. Discuss what horizontal communication is and, with reasons, suggest what the Ministry of Education and/or school authorities can do to facilitate it and to what advantage. [25 marks]
3. According to Musaazi (1987), part of the process of “satisfying the need for staff” consists of “posting” and “orientation” [of] new teachers.” Explain what these activities entail and, based on your experience, discuss what could be done in the schools of Swaziland to improve on these activities. [25 marks]