

UNIVERSITY OF SWAZILAND
DEPARTMENT OF EDUCATIONAL
FOUNDATIONS AND MANAGEMENT

FINAL EXAMINATION QUESTION PAPER, MAY 2006

- TITLE OF PAPER** : **SCHOOL ADMINISTRATION (PGCE)**
- COURSE CODE** : **EDF 401 (M)**
- TIME ALLOWED** : **THREE (3) HOURS**
- INSTRUCTIONS** :
1. **THIS QUESTION PAPER HAS 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, FROM WHICH YOU SHOULD CHOOSE 2 AND ANSWER THEM 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: _____

There are 42 answer items in this section, for a total of 50 marks. Write your answers in the spaces provided. Each answer item carries 1 mark, except, Items 5 and 7 (b), which carry 2 marks per item.

1. State whether each statement below is True or False:

- (a) Formal organisations have tall structures whereas informal organizations have flat structures _____
- (b) The study teams that students form at the University when preparing for examinations are formal groups because the examinations that the students are preparing for are a formal activity of the University _____
- (c) Where close supervision is necessary, a narrow span of control is necessary _____
- (d) "The number of levels of management should not be unnecessarily excessive" (Musaazi, 1987). This administrative principle refers to the creation of hierarchies _____

[4 marks]

2. Name the administrative (organizational) principle that is best represented by each statement below:

- (a) "Every worker should be immediately responsible to one senior only, not to several executives in the concern ..." (Musaazi, 1987) _____
- (b) In the past it was thought that, ideally, the number of subordinates to each supervisor should be between 5 and 8, so that the supervisor can effectively supervise the subordinates _____
- (c) High School teachers are normally trained to teach not more than two subjects in Forms IV and v, the expectation being that the teachers will be quite proficient in these subjects to teach them in these senior classes _____

[3 marks]

3. Under Column 1 below, are four types of organizations that derive from the classification of organizations by Blau and Scott (1962), "on the basis of who the main (prime) beneficiary" of that type of organization is supposed to be. Under Column 2, list four types of organization that derive from Musaazi's (1987) classification of organization, "On the

basis of their main objectives”; the types under Column 2 should match (correspond to) those under Column 1:

Column 1 (Blau & Scott)**Column 2 (Musaazi)**

- | | |
|----------------------------------|-----------|
| (a) Commonweal organisations | (a) _____ |
| (b) Service organizations | (b) _____ |
| (c) Mutual benefit organisations | (c) _____ |
| (d) Business organizations | (d) _____ |

[4 marks]

4. Name the **perspective** or **point of view**, referred to as “meaning of leadership” by Musaazi (1987), which is best represented by each of the statements below:

- (a) When she moved to Hhohho School as head teacher, Mrs. Nkosi soon turned this school around from poor to excellent academic performance. She has now moved to Midlands School, and everybody is waiting to see the extent to which she will achieve at Midlands School what she achieved at Hhohho School
_____ .
- (b) The head teacher of Lowveld School does not seem to realize fully that his teachers depend on him for support in terms of teaching materials, as much as he depends on them for the actual teaching that goes on in the classrooms, whether he is on the school premises or not _____ .
- (c) In his dealings with his staff, the head teacher of that school relies a great deal on the use of interpersonal contacts and is not one to remind the teachers who he is in the school in terms of rank _____ .
- (d) From his big body frame, his beaming voice, as well as his good academic record, Mr. Simelane seems suitable for the position of deputy head teacher
_____ .

[4 marks]

5. Tannebaum and Schmidt (1973) have developed a **continuum of leadership**, showing the various positions leaders may occupy on the continuum vis-a-vis their groups, in the process of decision making. In the spaces below, summarise each of these five positions:

- (a) Position 1: _____
- (b) Position 2: _____
- (c) Position 3: _____
- (d) Position 4: _____
- (e) Position 5: _____

[10 marks]

6. List below the four **short-term outputs/outcomes** that have been described by Lipham et al. (1985) in their model, which places the school in relation to the larger environment:

- (a) _____
- (b) _____
- (c) _____
- (d) _____

[4 marks]

7. (a) The Ohio State Studies Group (OSS) started by developing just two dimensions of leadership. Name these dimensions below:

- (i) _____
- (ii) _____

[2 marks]

(b) The OSS Group later developed what became known as the quadrants of leadership. State below in summary form what these quadrants are or represent:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

[8 marks]

8. Below are descriptions of what happens in some schools. Against each description, indicate the type of organizational climate that is likely to prevail in that school:

- (a) In their school the interpersonal relationships are very good and friendly among the teachers on the one hand, and between the teachers and the headteacher on the other, so friendly in fact that everybody is on a first-name basis at that school. Regrettably, all the manifest happiness is enjoyed at the expense of the academic work of the school _____.
- (b) That school excels in all the external examinations for which the school enters candidates, quite obviously because the head teacher pushes both staff and students very hard towards academic excellence; and she does to the staff what she does to herself. It is only from their success academically that the members of this school derive satisfaction, because their personal welfare is of no concern to anyone _____.
- (c) There are teachers in that school who are in the "good books" of the head teacher and, for their 'good' behaviour, they get some favours from the head teacher. There is another group in that school which has refused to be treated in that fashion, as a result of which there has developed mutual dislike between this group and the head teacher _____.

[3 marks]

9. According to Musaazi (1987), "Teachers can participate in meaningful decision making in a number of ways," which he calls "techniques." List these "ways" of "techniques" below:

- (a) _____
- (b) _____
- (c) _____

[3 marks]

10. According to Cohn and Rossmiler (1987), Purkey and Smith used two groups of variables to describe the components of an effective school, known as "structural/organizational" variables and "process" variables. State whether each statement below represents a "structural/organizational" variable or a "process" variable:

- (a) Clear goals and high expectations _____.
- (b) Curriculum articulation and organisation are used to achieve agreement on goals _____.
- (c) A school wide staff development programme which is based on the needs of teachers _____.
- (d) Emphasis is placed on school site management _____.
- (e) Stability and continuity are valued _____.

[5 marks]

SECTION B

Attempt any two questions in this section. Write your answers in the answer folder provided.

1. One of the components of the model presented by Lipham et al (1985), which places the school in relation to the larger environment, is about **processes within the school**. Explain this component as clearly as possible, taking your examples from a school or schools you know.
[25 marks]
2. Explain leadership from the perspective (point of view) of the **leader and the group**, referred to by Musaazi (1987) as “the meaning of leadership”. Use examples from a school or schools you know well.
[25 marks]
3. **Management of time** is one of the characteristics of successful schools that have been described by Cohn and Rossmiller (1987). Explain what management of time entails, and suggest what exactly school authorities and teachers in Swaziland could do to improve on the management of school time.
[25 marks]