



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

**FINAL EXAMINATION QUESTION PAPER, MAY 2007**

- 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 40 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 ANSWER QUESTION 1 (10 MARKS) AND ANY OTHER 2 IN THE ANSWER FOLDER. EACH OF THE OTHER QUESTIONS 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 40 answer items in this section, for a total of 40 marks. Write your answers in the spaces provided. Each answer item carries 1 mark.

1. List below three forms or types of communication (not the directions) that have been outlined by Newell (1978):

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

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

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

[3 marks]

2. List any three functions that are served by upward communication:

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

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

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

[3 marks]

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

(a) A school administrator can get feedback from the staff through upward communication \_\_\_\_\_

(b) A school administrator may get a feel of how staff feel about things in the school through the grapevine \_\_\_\_\_

(c) Horizontal communication can serve both work and social functions \_\_\_\_\_

(d) It is not possible for the Director of Education to have horizontal communication with school authorities \_\_\_\_\_

(e) Upward communication can be used by seniors to get advice from subordinates \_\_\_\_\_

- (f) Downward communication prevents subordinates from communicating freely and effectively with their seniors \_\_\_\_\_ .
- (g) To encourage horizontal communication among staff in a school the headteacher should:
- i) Create opportunities for staff to socialize \_\_\_\_\_ .
  - ii) Think of the tasks she/he can assign to staff who have similar interests \_\_\_\_\_ .

[8 marks]

## 4. Indicate whether each statement below is TRUE or FALSE:

- (a) The expansion that is taking place at the University of Swaziland through the establishment of the Institute of Distance Education is in response to the manpower requirements of Swaziland \_\_\_\_\_ .
- (b) Every year the University of Swaziland and the colleges of Swaziland do not have enough places among them to admit all the students who have successfully completed high school. This is an indication that the Ministry of Education does not plan well \_\_\_\_\_ .
- (c) In Swaziland new schools are established only if they are in the country's national educational plan \_\_\_\_\_ .
- (d) The launching of the Pre-Vocational Education Programme in the schools of Swaziland is based on the manpower requirements of the country \_\_\_\_\_ .
- (e) The social demand approach to educational planning contributes greatly to the high rate of unemployment \_\_\_\_\_ .
- (f) The big social demand for education at the primary level is an indication that Swaziland will need a lot of educated manpower in the years to come \_\_\_\_\_ .
- (g) The simple planning that some teachers and parents do in a few isolated schools should ideally become part of the large-scale planning that is done by the statisticians at the Ministry of Education \_\_\_\_\_ .
- (h) The cost-benefit analysis approach to educational planning and the rate-of-return approach both look at education from an investment point of view \_\_\_\_\_ .

- (i) If Swaziland followed the manpower approach to educational planning, the number of unemployed educated people would go down \_\_\_\_\_ .
- (j) Swaziland is following the social demand approach to educational planning both at school level and the tertiary level at present \_\_\_\_\_ .
- (k) Most people in Swaziland are unemployed because they lack education \_\_\_\_\_ .
- (l) The increase in enrolment in the tertiary institutions of Swaziland is in response to the manpower needs of the country \_\_\_\_\_ .
- (m) The problem of unemployment in Swaziland can be solved by adopting the manpower approach to educational planning \_\_\_\_\_ .
- (n) Educational planners often plan without knowing whether there will be money to implement those plans \_\_\_\_\_ .

[14 marks]

5. “When the headteacher of Career School went to attend a workshop on vocational education in Lesotho for a week, she asked the deputy headteacher, who would be acting as head, to explain to any University and College students who come looking for places to do teaching practice, that they should return to talk to the headteacher the following week when she had returned from Lesotho”.

- (a) With this information in mind, state whether it is TRUE or FALSE to say that this statement indicates that the headteacher has explained clearly what the deputy headteacher should do, therefore the headteacher has given the deputy all the necessary authority to deal with the students who might come \_\_\_\_\_ .
- (b) This method of delegation is known as \_\_\_\_\_ .

6. “After many years of hesitation, the headteacher of Grand Valley has finally agreed to the REO’s suggestion that he hand over to his deputy and to the other teachers a big chunk of the routine chores in their school, but did so after working out in detail every job procedure and assigning tasks to specific people. Now the headteacher seems to have the time to focus on big issues in the school that require his personal attention.”

**With this information in mind, say whether each statement below is TRUE or FALSE:**

- (a) We have no name in administration for this kind of delegation because schools do not normally produce manuals \_\_\_\_\_ .

- (b) The above statement shows that this headteacher has a lot of confidence in his staff, including the deputy \_\_\_\_\_ .
- (c) We can predict from this statement that, because every assigned duty has been worked out so carefully, the deputy and the staff are not likely to make any errors, for which the headteacher might be held accountable by the Grantee or School Manager \_\_\_\_\_ .
- (d) This statement suggests that this headteacher might be what Musaaazi (1987) describes as a “perfectionist” \_\_\_\_\_ .

[4 marks]

7. Newville School is still new and small and, therefore, does not yet have a deputy headteacher or senior teacher. When the headteacher is away, there is a general assumption and, indeed, expectation that Miss Gule with “sort of look after things” until the headteacher returns. What is the name given to this type (method) of delegation? \_\_\_\_\_ .

8. **Say whether the statement that follows is TRUE or FALSE**

“If a school has a qualified bursar, the wisest thing a headteacher can do is to delegate everything pertaining to money to the bursar, so that the headteacher can free himself from this responsibility, especially if he himself has no training in accounts. In this case, if the parents have queries about money, he can direct them to the bursar” \_\_\_\_\_ .

[1 mark]

9. Name four of the functions that an employer of teachers needs to do in order to ‘maintain and improve’ their services, according to Musaaazi (1987):

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

[4 marks]

**SECTION B**

From this section, answer Question 1 and any two other in the answer folder provided:

1. Write brief notes to explain the concept of 'authority relations' and how it has worked in a school you know. [10 marks]
2. Discuss the 'barriers to effective communication' that have been outlined by Robbins (1980) and show how they have been factors in a school or schools you know. [25 marks]
3. Discuss the method used by the Teaching Service Commission of Swaziland when they employ teachers, relating it to what you learnt in class, including what Musaaazi (1987) refers to as "satisfying the need for staff." [25 marks]
4. What are criticisms that have been leveled against the social demand approach to educational planning and, in your view, how relevant are they to the situation in Swaziland? [25 marks]