

UNIVERSITY OF SWAZILAND
DEPARTMENT OF EDUCATIONAL
FOUNDATIONS AND MANAGEMENT

SUPPLEMENTARY EXAMINATION QUESTION PAPER, JULY 2007

- TITLE OF PAPER** : **SCHOOL ADMINISTRATION (PGCE)**
- COURSE CODE** : **EDF 401 (S)**
- 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 43 question items in this section, for total of 50 marks. Write your answers in the spaces provided. Each answer item carries 1 mark, except Question 12 which carries 2 marks per answer item.

1. Indicate whether each statement below is **TRUE or FALSE**:
- (a) If properly used, informal groups within schools can be helpful because they sometimes facilitate the attainment of school goals _____ .
 - (b) Schools which are well managed do not have informal groups because the teachers and the learners are usually happy _____ .
 - (c) The study teams that students form when preparing for the examinations are formal groups because the examinations that the students will write are a formal activity of the University _____ .
 - (d) Where close supervision of workers is necessary, a narrow **span of control** is desirable _____ .

[3 marks]

2. Name the **administrative/organizational principle** that is best represented by each statement below:
- (a) If the school to which you are appointed is relatively new and small, you may find that, for administrative purposes, they have put together under one supervisor these subject: Home Economics, English, Siswati and History _____ .
 - (b) When you have been in your school for one school term, the headteacher assigns to you the responsibility of supervising the cleaning of classrooms and the school yard after classes, using procedures that are posted on the notice boards. The headteacher tells you, however, that if a pupil refuses to do the cleaning, he/she (the headteacher) will deal with that pupil _____ .

[2 marks]

3. Under Column 1 below are types of organizations that are derived from Musaazi (1987) classification of organizations "on the basis of their main objectives." Under Column 2, list the types of organizations, to match those under Column 1, derived from the classification of organizations by Blau and Scott (1962), "on the basis of who the main beneficiary" of that type of organization is supposed to be:

Column 1 (Musaazi)

Column 2 (Blau and Scott)

- | | |
|-----------------------------|----------|
| a) Economic Organizations | a) _____ |
| b) Social Organizations | b) _____ |
| c) Service Organizations | c) _____ |
| d) Protective Organizations | d) _____ |

(4 marks)

4. In a school there are 11 teachers of Mathematics and 4 of Religious Education. In organizational terms this means that:

- (a) The teachers of Mathematics can have no formal relationship with the teachers of Religious Education because their respective subjects have nothing in common

- (b) There is only one layer of management between the teachers and the heads of department in both cases, therefore the **span of control** is the same for both departments _____
- (c) Although there is one layer of management between the teachers and their respective heads of department, in practice the teachers of Religious Education can have more individual access to their head of department than their counterparts in Mathematics

[3 marks]

5. Based on the model presented by Lipham et al. (1985), which places the school in relation to the larger environment, give three examples of what are named **controls**:

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

[3 marks]

6. List below the four **short-term 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. Name the style (type) of leadership which represents each of the statements below:

- a) Their staff meetings always take a long time because they debate at length even relatively trivial issues because their headteacher allows everybody to say something on everything, if they so wish _____ .
- b) Our headteacher allows us to talk as much as we feel like on a wide range of issues, and then makes decisions that usually reflect what we have said _____ .
- c) Their headteacher allows staff to take some decisions pertaining to their classes, but she is always careful to define the parameters within which those decisions should be taken, like reminding the teachers of relevant policies of the Ministry of Education or operational guidelines that have been stipulated by the school committee on behalf of parents _____ .
- d) A headteacher has said this to a teacher: 'Miss Tsabedze, you must follow that schedule of study supervision like everybody else. It was drafted by an interdisciplinary staff committee chosen by the staff, and was subsequently approved by a full staff meeting at which you were present. Even I am bound by it'. _____ .

[4 marks]

8. Based on the styles (types) of leadership described by Musaazi (1987) and the dimensions of leadership described by the Ohio Studies Group, indicate whether each statement below is **TRUE** or **FALSE**:

- (a) The 'transactional' style of leadership is similar to 'consideration' _____
- (b) 'Consideration' is a combination of two styles of leadership _____ .
- (c) The 'nomothetic' style is similar to 'initiating structure' _____ .

9. List below any three of the “stages” of the decision making process that have been outlined by Musaazi (1987):

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

[3 marks]

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

- (a) Mr. Nkosi and a few other teachers have evidently refused to be their headteacher’s ‘good boys’ because, they say openly, they find it not only unprofessional but also demeaning, and so they now show a lot of disdain for the headteacher and those staff who pander to this wishes. On his part, the headtewacher would have Mr. Nkosi and his colleagues transferred at their earliest opportunity, if he had the authority to do so _____
- (b) Their headteacher drives both the teachers and the students very hard. Despite the fact that the headteacher has little regard for his staff and students as human beings, the J.C. and O’level examination results of that school are always among the best in that region and from that the teachers derive their only pleasure from being at this school _____
- (c) Even a visitor to that school can tell within a short time of his arrival that everybody there seems to be in a perpetual state of happiness. The pity is that neither the headteacher nor the teachers do much by way of academic work _____

[3 marks]

11. In his Chapter on “School administration,” Musaazi (1987) outlines several “personal characteristics or qualities (that) are desired of a school head.” List below any three of those qualities:

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

[8 marks]

12. According to Cohn and Rossmiller (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.

(a) List below 4 examples of “structural/organizational” variables (2 marks per answer item).

i) _____

ii) _____

iii) _____

iv) _____

[8 marks]

(b) List below 3 examples of “process” variables (2 marks per answer item).

i) _____

ii) _____

iii) _____

[6 marks]

SECTION B

Answer any two questions from this section in the answer folder provided.

1. Based on what you have studied about formal and informal groups, describe the characteristics of an informal group in an organization you know, and show how this group tried to influence the formal organization. (You may use more than one informal group and more than one formal organization if necessary).
[25 marks]
2. Explain clearly what the nomothetic and idiographic styles of leadership entail, with examples from a school or schools you know, discuss how each of these styles was used or could be used to benefit the school(s).
[25 marks]
3. Using the “techniques for decision making” that have been outlined by Musaazi (1987), discuss how, and under what circumstances, you would allow teachers to participate in decision making, if you were the headteacher.
[25 marks]