

**UNIVERSITY OF SWAZILAND
FACULTY OF EDUCATION**

**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT
2007/2008**

FINAL EXAMINATION

COURSE CODE : EDF 401 (P.G.C.E.)
TITLE OF PAPER : SCHOOL ADMINISTRATION
TIME ALLOWED : THREE (3) HOURS
**INSTRUCTIONS : ANSWER ALL QUESTIONS FROM
SECTION A AND ONE (1) FROM
SECTION B.**

**THIS PAPER MUST NOT BE OPENED UNTIL PERMISSION HAS BEEN
GRANTED BY THE CHIEF INVIGILATOR.**

SECTION A

Answer all questions from this section.

Question 1

According to Musaazi (2005), when an organisation is formed, 'the co-operative purpose has two aspects,' namely, the co-operative aspect and the subjective aspect. Choose one of these aspects and explain what it means. (4 marks)

Question 2

- (a) Define briefly span of control as an organisational principle. (3 marks)
- (b) Name three variables which influence how a span of control may look like. (3 marks)

Total (6 marks)

Question 3

Musaazi (2005) has classified organisations 'according to the emotional involvement of its members.' Name the two types of organisation which derive from this classification and give one example of each type of organisation. (4 marks)

Question 4

"Authority must always be commensurate with responsibility." Explain briefly what this organisational principle means and describe a situation in your experience where this principle was relevant. (15 marks)

Question 5

Summarised below are some of the organisational structural and process variables which, according to Cohn and Rossmiller (1987), characterise successful schools. Explain briefly what any three of these variables mean:

- (a) The school has an emphasis on school site management (5 marks)
- (b) The principal (headteacher) provides strong instructional leadership. (5 marks)
- (c) The school has a strong sense of community. (5 marks)
- (d) The school has clear goals and high expectations. (5 marks)

Total (15 marks)

Question 6

According to Cohn and Rossmiller (1987), academic emphasis is one of the characteristics that contribute towards the academic success of students in schools. Name any three indicators of academic emphasis. (6 marks)

Question 7

Musaazi (2005) outlines a number of perspectives or points of view to explain 'the meaning of leadership,' including

- (a) leadership as a social press and
- (b) leadership as a shared relationship.

Choose one of these and explain what it means, using examples from a school or schools you know to show what actually happened in practice. (10 marks)

Question 8

The Ohio University Studies Group first developed two dimensions of leadership and then the leadership quadrants. Choose one of these quadrants, explain what it means and use examples from a school or schools you know to show what actually happened in practice.

(15 marks)

SECTION B

Answer any one question from this section.

Question 1

Use a school or schools you know well to discuss the outputs (outcomes) of the school, according to the model presented by Lipham and associates. (25 marks)

Question 2

Discussion is one of the “techniques” a school administrator may use to involve teachers in decision making. Explain what this technique involves and say under what circumstances you would use it if you were the principal (headteacher) of a school. (25 marks)