

UNIVERSITY OF SWAZILAND



FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND

MANAGEMENT 2009/2010

FINAL EXAMINATION PAPER

May-June, 2010

TITLE OF PAPER:	Educational Administration
COURSE CODE:	EDF 400 (PAPER II)
TIME ALLOWED:	Three (3) hours
NOTES AND INSTRUCTIONS:	<ol style="list-style-type: none">1. This question paper has two sections, A and B. Section A has a total of 50 marks and section B has a total of 50 marks. The total for the paper is 100 marks.2. There is other information and instruction under each section.

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SECTION A

Answer all five questions in this section. This section has a total of 50 marks.

Question 1

- (a) What do you understand by the Hawthorne experiments? (2 marks)
- (b) What were the findings of these experiments and how did they impact on the concept of management? Relate this to a school situation. (8 marks)

Question 2

In the effective schools research, Edmonds (1979) and Purkey and Smith (1983), identified instructional leadership as one of the factors that lead to effective schools. Discuss your role as an instructional leader in a school. (10 marks)

Question 3

- (a) Describe the purposes of informal communication in a modern school organisation. (8 marks)
- (b) Why is good communication associated with effective schools and successful principals? (2 marks)

Question 4

- (a) According to the Ohio State Studies (OSS) what are the characteristics of effective leaders? (2 marks)
- (b) What do leaders who fit the description described in 4 (a) above actually do? Give examples for your answer. (8 marks)

Question 5

- (a) List the five stages of the administrative model, which is also known as the cyclical model of decision making. (5 marks)
- (b) Use the five stages (steps) outlined in 5 (a) above to describe a decision making process in a school, on any problem/issue of your choice. (5 marks)

SECTION B

Choose two questions in this section. Each question carries 25 marks, for a total of 50 marks.

Question 6

Examine the merits and demerits of participatory decision making in the management of school organisations. [25 marks]

Question 7

Discuss the professional and bureaucratic orientations in a school setting and how to create a more effective working environment by accommodating each other's professional needs. [25 marks]

Question 8

Examine the relevance of the transactional leadership style within a modern school organisation. Do not forget to include the criticisms that have been levelled against this leadership style. [25 marks]