

UNIVERSITY OF SWAZILAND



FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND

MANAGEMENT 2009/2010

SUPPLEMENTARY EXAMINATION PAPER

December, 2009

TITLE OF PAPER:	School Administration
COURSE CODE:	EDF 401
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 six questions in this section. This section has a total of 50 marks.

Question 1

Based on what you have studied about formal and informal groups, describe the characteristics and behaviour of an informal group which you know and discuss what the group did to try and influence the formal organisation. [10]

Question 2

According to Cohn and Rossmiller (1987) and Tomlinson (1997), “schools just as parents have always known do make a difference” in students’ academic performance.

Explain using examples from a school or schools you know;

- (a) how head teachers make a difference in students’ academic performance. [3]
- (b) how teachers contribute to students’ academic performance. [4]

Question 3

Describe the directional flow of communication within an organisation you know and the purposes of such communication. [8]

Question 4

Discuss the functions and duties of a leader when looked at from the point of view or perspective of status, title or position. [8]

Question 5

- (a) What are the two dimensions of leader behaviour measured by the Ohio State Studies using the Leadership Behaviour Description Questionnaire (LBDQ)? [2]
- (b) What were the four findings of the Ohio State Studies? [4]
- (c) Use the two dimensions to describe the leadership style of people you know. [5]

Question 6

- (a) Describe four ways through which you can involve teachers in the decision-making process in your school. [4]
- (b) Under what circumstances would you allow teachers to participate in decision making if you were the head teacher? [2]

SECTION B

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

Question 7

Discuss the importance of the transformational leadership style in leading and managing a modern school organisation. [25 marks]

Question 8

Discuss the relevant steps in the classical (rational) model of decision-making using an example of a school you are familiar with. [25 marks]

Question 9

- (a) Describe how the structure of a formal organisation may affect communication. [10 marks]
- (b) Explain how you would improve the formal communication system within your school organisation if you were the head teacher. [15 marks]