

UNIVERSITY OF SWAZILAND
FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

DECEMBER 2009

FINAL EXAMINATION

TITLE OF PAPER: THE BEGINNINGS OF ADMINISTRATIVE THOUGHT

COURSE CODE: EDF 626

TIME ALLOWED: THREE HOURS

INSTRUCTIONS: 1. THIS QUESTION PAPER IS DIVIDED INTO TWO SECTIONS.

2. SECTION 1 IS COMPULSORY.

2. ANSWER TWO QUESTIONS IN SECTION 2.

3. THE TOTAL FOR THE PAPER IS 100 MARKS.

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED TO DO SO BY THE CHIEF INVIGILATOR

SECTION 1

This section is **COMPULSORY**

QUESTION 1

Critically discuss the work of the following management experts and their contributions to the development of administration:

- (a) Frederick Taylor
- (b) Henri Fayol
- (c) Luther Halsey Gulick

(30 Marks)

QUESTION 2

- (a) Following the Hawthorne Studies, Elton Mayo advocated for the Human Relations Theory which tried to address the limitations of the Scientific Management Theory. Explain his ideas and their criticisms based on your experienced in schools or in the education system as a whole.

(15 Marks)

- (b) Mary parker Follet is regarded as the “The Profetess of Management”. Use examples from current management thinking using Follet’s Theory of Management and briefly explain what you consider as barriers to the application of her concepts in education.

(15 Marks)

SECTION 2

Choose **TWO** questions from this section

QUESTION 3

Hoy and Miskel (2008) maintain that ‘almost all modern organisations, including schools, have the characteristics enumerated by Weber...’ (p. 90)

Use examples in your school or any other organisations to discuss the following functions and dysfunctions of the Weberian model:

- (a) Division of labour and Specialisation
- (b) Hierarchy of Authority

(20 Marks)

QUESTION 4

Identify any current educational reform in Swaziland and critically discuss how the open systems model or behavioural approach to management can be applied to determine the success of the reform.

(20 Marks)

QUESTION 5

Owens (1991) provides two major theoretical orientations to organisation and the ones that control the behaviour of people in organisations: one is the classical theory (or bureaucratic theory) and the newer perspective called the human resource development as means to coordinate and control the cooperative behaviour of people to achieve the goals in the organisation.

- (a) Explain how Douglas McGregor's Theory X and Theory Y help us to understand how theory is actually used by practitioners of educational administration in viewing the world which Owen calls. A guide to rational decisions and actions on the "firing line".

(20 Marks)