

UNIVERSITY OF SWAZILAND
FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2010/2011

FINAL EXAMINATION

TITLE OF PAPER: CONTEMPORARY APPROACHES TO ADMINISTRATION

COURSE CODE: EDF 627

TIME ALLOCATED: THREE HOURS

INSTRUCTIONS:

1. THIS QUESTION PAPER IS DIVIDED INTO TWO SECTIONS. SECTION 1 IS COMPULSORY
2. ANSWER ANY TWO QUESTIONS IN SECTION 2
3. THE TOTAL FOR THIS PAPER IS 100 MARKS.

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

QUESTION 1

This question is compulsory

Contemporary Approaches to Administration call for attention to how leaders and managers can activate the behaviour of their members to be more effective.

Using your knowledge of the selected theories of motivation learnt during the course, critically discuss how they can be used to create a conducive environment for members in educational institutions to continue working towards the achievement of organisational and individual goals.

(40 Marks)

SECTION 2

Choose only TWO questions from this Section

QUESTION 2

Discuss recent perspectives of leadership related to traits and skills that seem to be systematically associated with effective leadership in schools.

(30 Marks)

QUESTION 3

Pick an administrative issue or problem that occurred in your school in the last year or two. Write an essay in which you:

- Describe the case in detail;
- Using your knowledge, skills, attitudes and values gained in the course, select an appropriate decision-making model and apply it to the case; and
- Develop a solution strategy to deal with the problem.

(30 Marks)

QUESTION 4

The normative leadership theories conclude that no leadership theory surpasses the Vroom Model of Shared Decision Making in its validity or usefulness (Hoy and Miskel, 2008).

- i. Provide four ideas on how the model enhances the quality and acceptance of decisions. (12 marks)
- ii. Write in detail four of Vroom's suggested rules in enhancing the acceptance of decision. (12 marks)
- iii. Discuss two constraints the model has on Decision Making. (6 Marks)

(30 Marks)