

UNIVERSITY OF SWAZILAND



FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

SUPPLEMENTARY EXAMINATION PAPER 2011/2012

JULY, 2012

TITLE OF PAPER:	School Administration
COURSE CODE:	EDF 401
TIME ALLOWED:	Three (3) hours
NOTES AND INSTRUCTION(S):	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.

Examiner: Mr. C. Silwane

Moderator: Prof. J.C. Perumal

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SECTION A

Answer all five questions in this section

Question 1

Why do you think Max Weber is one of the important contributors to formal organisations?

(10 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

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

(10 marks)

Question 4

- (a) Describe the four styles (types) of decision-making you have observed in a school or schools you know. In each case illustrate with relevant examples what the leader/principal did. (8 marks)
- (b) Why do you think most leaders are reluctant to take decisions? (2 marks)

Question 5

- (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 5 (a) above actually do? Give examples for your answer. (8 marks)

SECTION B

Choose two questions in this section.

Question 6

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

Question 7

Examine the relevance of the transactional leadership style within a modern school organisation. Include the criticisms which have been leveled against this leadership style. [25 marks]

Question 8

Based on what you have studied about formal and informal groups, describe the characteristics and behaviour of an informal group which you know. Discuss what the group did to influence the formal organisation. [25 marks]