

UNIVERSITY OF SWAZILAND

FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2011/2012

FINAL EXAMINATION

TITLE OF PAPER: THE BEGININGS OF ADMINISTRATIVE
THOUGHT

COURSE CODE: EDF 626

TIME ALLOWED: THREE HOURS

INSTRUCTIONS: This paper is divided into two sections. **Section A**
is compulsory.

Answer **two questions** in Section B.

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 A

This section is compulsory

QUESTION 1

- (a) *Theory is not simply idealistic speculation, nor is it "common sense". Because facts do not speak for themselves, a framework is needed to give facts meaning.*

(Hoy and Miskel, 2008: 36)

Using at least five key concepts of each of the rational, natural and open systems perspectives, explain how the history of organisational theory and thought help us to understand the current educational administration practices in Swaziland.

(30 Marks)

Why do you think the open systems theory of running organisations continues to be a preferred approach in today's organisations?

(10 Marks)

SECTION B

Answer any two questions from this section.

QUESTION 2

The Bureaucratic Model of running organisations stresses the primacy of the organisation's officially prescribed rules and how the rules are enforced to perform with heavy reliance on predictable ways with very little focus on the worker.

Using examples in the educational system you are familiar with, discuss the strengths of the Bureaucratic Model and its damaging effects.

(30 Marks)

QUESTION 3

Critically examine the lessons educational managers can learn from the following contributors to the scientific Management Theory and the Human Relations Theory:

- i. Frederick Taylor
- ii. Henri Fayol
- iii. Mary Parker Follet

(30 Marks)

NB: Please turn to the next page

QUESTION 4 (Section B contd.)

Using knowledge, skills, values and attitudes gained in the course, select an administrator that you know best to analyse the following:

- i. the most striking thing in the school and its leaders that captured your attention;
- ii. the major strengths of the school as a result of the leadership; and
- iii. what can be improved and how.

(30 Marks)