

UNIVERSITY OF SWAZILAND

FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2011/2012

FINAL EXAMINATION

TITLE OF PAPER: CONTEMPORARY APPROACHES TO
ADMINISTRATION

COURSE CODE: EDF 627

TIME ALLOWED: THREE HOURS

INSTRUCTIONS:

1. This paper is divided into two sections.
2. Both Questions in Section A are compulsory.
3. Answer one question from Section B.
4. The total for the paper is 100 Marks.

EXAMINER: Dr. N.H. Nsibande

MODERATOR: Dr. C.I. O. Okeke

**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. Answer all the questions in this section.

QUESTION 1

1.1 Miner (1984, 1988, and 2005) concludes that no leadership theory surpasses the Vroom and Yetton (1973) model of shared decision making in either its validity or usefulness.

Discuss how the model can be arrayed along a continuum from autocratic to group participation.

(20 Marks)

1.2 Discuss an innovative programme or any educational change that has been recently introduced in your school or institution and analyse the principal's decision-making styles by using a shared decision Vroom and Yetton's model of shared decision making. In your discussion, you should address the following questions:

- Does that principal or senior manager use all the five decision-making styles?
- What is the dominant style or styles of this leader? What decision style or styles does he or she use least often?
- How easy is it for the principal or senior manager to shift styles as the situation changes?
- How well does your principal match the style to the situation?
- What are the best strengths and weaknesses of your principal's decision-making styles?

(15 Marks)

QUESTION 2

2.1 Filson (2004) maintains that leaders are becoming more and more aware that they cannot get results by themselves and that most leaders fail to motivate people to achieve results because the leaders misconstrue the concept and application of motivation.

Give the three critical factors that Filson suggests leaders need to put into action to greatly enhance their abilities to lead for the results they truly desire.

(15 Marks)

2.2 You have observed that your school has less motivated personnel. From a leader's perspective, explain how you would design and implement intrinsically motivating environments by discussing key ideas learnt in this course, EDF 627.

(20 Marks)

SECTION 2

Choose **only one question** from this section.

QUESTION 3

Leonard, Beauvais and Scholl (1999, in Barbuto, 2005: 26-40) proposed a new typology of motivation to predict leaders' behaviours. Discuss any three motivation approaches and their leadership hypothesis.

(30 Marks)

QUESTION 4

From a leader's perspective, what suggestions would you make for designing and implementing intrinsically motivating environments?

(30 Marks)