

UNIVERSITY OF SWAZILAND
FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT
2011/2012
FINAL EXAMINATION

TITLE OF PAPER: MANAGEMENT THEORY AND PRACTICE IN
EDUCATION

COURSE CODE: EDF 635

TIME ALLOWED: THREE HOURS

INSTRUCTIONS:

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

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MODERATOR: Dr. C. I. O Okeke

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GRANTED TO DO SO BY THE CHIEF INVIGILATOR**

SECTION 1

This section is compulsory. Answer all questions in this section.

QUESTION 1

1.1 According to Bush (2007), there has been much interest in educational leadership and management in the early part of the 21st century? Discuss Bush's observation.

(6 Marks)

1.2 Educational management and leadership are mainly influenced by pressures from the external environment.

Discuss any policy or constitutional imperatives in a form of the external environment or pressures experienced by educational institutions in Swaziland in the recent years. It could be at a school, college, or university level. In your discussion, explain how senior managers, middle managers and/or governing bodies can work towards achieving those external pressures in the form of educational goals as expressed either in the legislation or policies.

(20 Marks)

1.3 Discuss the dimensions by Silins, Zarins and Mulford (2002) that characterise schools as learning organisations and that define what is meant by organisational learning.

(14 Marks)

QUESTION 2

Select and discuss any two management models as well as two related leadership models by Leithwood, Jantzi and Steibach (1999). In your discussion, include their usefulness in the Swaziland educational context.

(30 Marks)

SECTION 2

Answer ONE question from this section

QUESTION 3

In educational management literature, there is a strong suggestion that dysfunctional schools need an application of the scientific model of management.

Discuss at least five managerial functions that would be applied as a way of ensuring that the school is improving.

(30 Marks)

QUESTION 4

Contemporary thinking about organisations envisions a dynamic principal. Discuss roles of managers that have to be applied by 21st Century principals to enhance the effectiveness of schools and fulfil the goals of education.

(30 Marks)