

UNIVERSITY OF SWAZILAND



FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

FINAL EXAMINATION PAPER 2012/2013 May, 2013

- TITLE OF PAPER:** School Administration
- COURSE CODE:** EDF 401
- DURATION OF PAPER:** Three (3) hours
- NOTES AND INSTRUCTIONS:**
1. 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.
 2. Other information and instructions appear under each section.

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

SECTION A

Answer all five questions in this section. This section has 50 marks.

Question 1

(a) Describe four characteristics that make schools formal organizations. (4 marks)

(b) To what extent do you agree that bureaucracy is associated with inefficiency and excessive centralization? (6 marks)

Total [10 marks]

Question 2

As a principal how would you provide a safe school environment in line with the government policy of schools as Centres of Care and Support (SCCS), free from child abuse, where teachers and students interact freely to improve academic achievement? Total [10 marks]

Question 3

(a) Describe two challenges that may affect upward communication in school organizations.

(4 marks)

(b) As a principal describe six strategies through which you could create free upward communication among staff? (6 marks)

Total [10 marks]

Question 4

Describe the most suitable conditions for using transactional and transformational leadership in improving organizational efficiency and effectiveness in schools. Total [10 marks]

Question 5

According to Griffith's (1959) theory the effectiveness of an administrator is inversely proportional to the number of decisions that he/she must personally make.

- (a) Explain what you understand by this theory? (2 marks)
- (b) What are the implications of this theory to school administration and practice? (4 marks)
- (c) What could be the challenges for involving staff, students and parents in the decision making processes for school organizations? (4 marks)

Total [10 marks]

SECTION B

Choose two questions in this section. Each question has 25 marks. The total marks for section B is 50.

Question 6

Discuss the importance and relevance of organizational communication in improving educational administration and practice. In your discussion explain some of the actions that a principal could take to improve educational administration and practice. Total [25 marks]

Question 7

Examine the role of the leader in the process of leading and managing organizational change.

Total [25 marks]

Question 8

Why is it important to have sound knowledge and understanding of theoretical concepts and research on school administration in leading and managing a modern school organization?

Total [25 marks]