

UNIVERSITY OF SWAZILAND



FACULTY OF EDUCATION

DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

SUPPLEMENTARY EXAMINATION PAPER 2012/2013 July, 2013

- TITLE OF PAPER:** School Administration
- COURSE CODE:** EDF 401
- TIME ALLOWED:** 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) Define informal structures within school organizations. (2 marks)
- (b) What are the characteristics of informal structures in school organizations? (8 marks)

Total [10 marks]

Question 2

- (a) What are the responsibilities of the School Management Team (Principal, Deputy and Heads of Department) and School Committee in a school organization? (2 marks)
- (b) Describe four duties performed by a School Committee in Swazi school organizations. (4marks)
- (c) Evaluate the composition and functions of the School Committee in its effectiveness in improving students' academic performance. (4 marks)

Total [10 marks]

Question 3

- (a) How can you use downward communication to avoid empire building and poaching among members within a school organization? (2 marks)
- (b) What are the dangers associated with poaching and empire building? (2 marks)
- (c) As a Head of Department in your school organization how would you improve downward communication? Provide practical examples. (6 marks)

Total [10 marks]

Question 4

(a) Define motivation for school organizations. (2 marks)

(b) Describe the material and human factors necessary for motivating staff in schools. (8 marks)

Total [10 marks]

Question 5

(a) What is meant by organizational climate and culture? (4 marks)

(b) List three factors described by Purkey and Smith (1983) as important for creating a good climate for teaching and learning in effective schools. (3 marks)

(c) What strategies would you adopt to change the climate and culture of your school organization to improve students' success? (3 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 characteristics of the co-determinate style of decision making and explain how you would implement it in a school organization. Total [25 marks]

Question 7

- (a) What is meant by organizational communication networks? (1 mark)
- (b) Examine the factors that may affect formal communication networks within school organizations and how they can be improved. (24 marks)

Total [25 marks]

Question 8

Discuss the characteristics and skills of individuals that may influence their capacity to lead school organizations successfully. Total [25 marks]