

UNIVERSITY OF SWAZILAND

FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2012/2013 ACADEMIC YEAR

FINAL EXAMINATION

TITLE OF PAPER: The Beginnings of Administrative Thought

COURSE CODE: EDF 626

TIME ALLOWED: Three Hours

INSTRUCTIONS:

1. This question paper is divided into Two Sections.
2. Section One is compulsory
3. Answer two questions in Section Two
4. The total marks is 100.

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MODERATOR: Dr. S.S. K. Thwala

EXTERNAL: Prof. J. Perumal

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SECTION 1

All questions in this Section 1 are compulsory.

QUESTION 1

1.1. If you were assigned as an acting Principal in a well-known dysfunctional educational institution where the principal mostly relied on his 35 years of experience, which concepts would dominate your approach to transform the institution? Name at least five and support your answer with examples.

(15 Marks)

1.2 Do you agree with some of the critics of scientific management that it was meant to be a system of management control over workers? Support your answer? Elaborate.

(20 Marks)

1.3. Briefly provide three distinctive features of educational organisations that make it difficult to apply some classical organisational concepts.

(15 Marks)

[TOTAL: 50 MARKS]

SECTION 2

Select two questions from this section.

QUESTION 2

2.1 Discuss the criticisms of the Human Relations Movement. Use the ideas from the relevant theorists discussed in the course.

(15 Marks)

2.2 Describe the behaviour patterns of administrators that are explained by McGregor's (1960) Theory X and Theory Y.

(10 Marks)

[TOTAL: 25 MARKS]

QUESTION 3

Analyse five key properties and processes that characterise most open systems. Support your analysis with examples of organisations you are familiar with.

[TOTAL: 25 MARKS]

QUESTION 4

This question has two options. Question 4.1 is compulsory.

4.1 Briefly discuss the five key concepts of learning organisations.

(15 Marks)

Answer either 4.2 or 4.3

4.2 Although Peter Senge's (1990) arguments for learning organisations are insightful and revolutionary, what are the problems or challenges when they are put into context? Discuss at least two and support with relevant examples.

(10 Marks)

[TOTAL: 25 MARKS]

OR

4.3 Briefly explain how educational institutions can be effective learning organisations, considering that organisational life is complex and the concept is still fairly new and under-researched.

[TOTAL: 25 MARKS]