

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF EDUCATION**



**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT**  
**2013/2014 ACADEMIC YEAR**

**FINAL EXAMINATION**

- TITLE OF PAPER:** The Beginnings of Administrative Thought
- COURSE CODE:** EDF 626
- TIME ALLOWED:** 3 HOURS
- INSTRUCTIONS:**
1. This paper is divided into two sections. Section A is compulsory.
  2. All 2 questions in Section A are compulsory.
  3. Select and answer 2 questions in Section B.
  4. The total for the paper is 100 Marks.

**THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED TO DO SO BY THE CHIEF INVIGILATOR**

## SECTION A

Answer all two questions in this section

### QUESTION 1

Discuss three concepts of the Rational Systems perspectives. In your discussion, include what is considered as the Rational Systems' shortcomings in the post-modern era.

(15 Marks)

### QUESTION 2

You are assigned as an acting school or college principal in a well-known dysfunctional education institution which has been run by an old administrator who relied only on his 35 years of experience.

Explain how you would apply Henri Fayol's five functions of management in order to make sure that the school is fully functional.

(25 Marks)

## SECTION B

Answer two questions from this section

### QUESTION 3

All public schools are open systems, although the degree of interaction may vary (Lunenburg, 2010).

Discuss the five basic elements of open systems. Your discussion must also reflect the social systems' nature of schools and the role played by administrators.

(20 Marks)

3.1 Illustrate the open systems' nature of schools with in a diagram.

(10 Marks)

#### **QUESTION 4**

Discuss why there is a general consensus that Mary Parker Follet lived ahead of her time. In your arguments, focus on her 'sound principles of administration' and management of conflicts in the workplace.

(30 Marks)

#### **QUESTION 5**

Chester Barnard's work is considered as decades' ahead of his time and his ideas are viewed as a sharp contrast to the mechanistic ideas of earlier management thinkers like Frederick Taylor (Gabor and Mahoney, 2010).

Discuss Barnard's 'structural' concepts and his 'principal dynamic' concepts. In your discussion, explain how the concepts provide a conceptual scheme of organisational theory.

(30 Marks)

**End of Paper**