

UNIVERSITY OF SWAZILAND

FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2015/2016

FINAL EXAMINATION

TITLE OF PAPER: CONTEMPORARY APPROACHES TO
ADMINISTRATION

COURSE CODE: EDF 627/EFM604

TIME ALLOWED: THREE HOURS

INSTRUCTIONS:

- i. This paper is divided into two sections.
- ii. Both Questions in Section A are compulsory.
- iii. Answer two questions in Section B.
- iv. 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

The Questions in this Section are compulsory.

QUESTION 1

Project a career path in educational administration for yourself, for example, HoD, deputy principal, principal, school inspector or any other.

Use two of the following situational factors of leadership with their examples to discuss your career path:

- 1.1 Subordinate characteristics;
- 1.2 Role characteristics;
- 1.3 Internal environment; and
- 1.4 External environment

(20 marks)

QUESTION 2

On what grounds is Maslow's Theory of Human Motivation problematic for leaders in motivating employees, especially in the 21st Century? Discuss **five** views with supporting examples.

(20 Marks)

Section B

Select and answer two questions from this section

QUESTION 3

Explain how contemporary leaders in any educational context can use the following theories to achieve the goals of their organisations:

- 3.1 Herzberg's Two-Factor Theory
- 3.2 Equity Theory
- 3.3 Goal Setting Theory

(30 Marks)

QUESTION 4

Discuss the key managerial implications of the Expectancy Theory in practice as explicated by Lunenburg (2011). You may use the following guidelines with examples:

- 4.1 Effort-to-performance expectancy;
- 4.2 Performance-to-reward expectancy; and
- 4.3 Reward valences

(30 Marks)

QUESTION 5

Discuss with examples, Vroom's Model of Decision Making. Focus on **four** rules that enhance the quality of decisions and **two** rules of ensuring subordinates embrace and accept decisions.

(30 Marks)

The end