

**UNIVERSITY OF SWAZILAND
FACULTY OF EDUCATION**



**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT
2015/2016 ACADEMIC YEAR
FINAL EXAMINATION**

TITLE OF PAPER: MANAGEMENT THEORY AND PRACTICE
IN EDUCATION

COURSE CODE: EDF 635

INSTRUCTIONS:

- i. This paper is divided into two sections.
- ii. Section A is compulsory.
- iii. Answer two questions in Section B.
- iv. The total for the paper is 100 Marks.

TOTAL MARKS: 100

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

SECTION A

This section is compulsory. Answer all questions.

QUESTION 1

Discuss the five management functions as carried out in an educational context of your choice. Your discussion should take into consideration the changing landscape of managing and leading today's educational organisations. Give examples to buttress your points.

(25 Marks)

QUESTION 2

In Swaziland, like in many countries, principals are often facing a dilemma over who is ultimately responsible for what happened in schools.

Discuss the validity of the statement using three ideas from Fullan (2003) about the self-imposed barriers to effective school leadership. Use relevant examples.

(15 Marks)

Section 2

Answer two questions from this section

QUESTION 3

Discuss three (3) leadership models considered to be relevant to the Swaziland Education context. In your discussion, include their matching management models and relevant examples.

(30 Marks)

QUESTION 4

"...the ability to effectively manage people, things and ideas in the change process requires that educational leaders focus on providing for the personal and professional "high touch" needs of school personnel and utilise key planning concepts" (Polka, 2007:12).

Discuss the validity of this statement in Polka's effective change zone and its three dimensions, using examples from your familiar educational context.

(30 Marks)

QUESTION 5

Lunenburg (2011) makes a powerful argument of action imperatives that need to be interpreted in terms of what must change to help schools become learning organisations.

Discuss all six of them using examples from the local schools environment.

(30 Marks)

THE END