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UNIVERSITY OF ESWATINI
FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2020/2021

FINAL EXAMINATION

- TITLE OF PAPER:** Leadership and Change Management in Education
- COURSE CODE:** EFM634
- TIME ALLOWED:** Three Hours
- INSTRUCTIONS:**
- i. This paper has five (5) questions.
 - ii. Answer four (4) questions
 - iii. The Total is 100 marks.

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

QUESTION 1

Discuss five (3) elements of successful and effective leadership relevant for change management. Use examples related to the shift from face-to-face teaching and learning to using online platforms at UNESWA.

(25 marks)

QUESTION 2

Provide key suggested change management principles as suggested by Yukl (1994) and Jame and Connolly (2000).

(25 marks)

QUESTION 3

Briefly discuss Kurt Lewin's 'changing as three steps' (CATS) which may observe as employees are experiencing change in an organisation you are familiar with.

(25 marks)

QUESTION 4

Select and discuss three theories of action which, according to Fullan (2006), appear to have more merit than the ones he discusses earlier in his article. In your discussion, show he justifies his arguments.

(25 marks)

QUESTION 5

Briefly discuss one of the following models of change management:

- i) Kanter et al.'s Model of Change (1992)
- ii) Kotter's Model (1996)

(25 marks)

The End