

UNIVERSITY OF ESWATINI

FACULTY OF EDUCATION



DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT

2020/2021

FINAL EXAMINATION

TITLE OF PAPER: Contemporary Approaches to Administration

COURSE CODE: EFM604

LEVEL: M.Ed.

TIME ALLOWED: Three Hours

INSTRUCTIONS:

1. Answer all questions in Section A.
2. Select two questions from Section B.
3. The total marks for the paper is 100.

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SECTION A

Answer all questions in this section.

QUESTION 1

Discuss Bandura's four major sources of self-efficacy and how these beliefs determine the way employees think, behave or feel. In your discussion, show how administrators can boost self-efficacy among employees. (20 marks)

QUESTION 2

(a) Explain the concept of equity for a further illustration of employee motivation.

(5 marks)

(b) Discuss three common work behaviours that employees often engage in to restore equity. Include examples in your response. (15 marks)

(TOTAL= 40marks)

QUESTION 3

Discuss the following key managerial implications of the Expectancy Theory that provide guidelines for enhancing employee motivation, especially in an education context:

- Effort-to-Performance Expectancy;
- Performance-to-Reward Expectancy; and
- Valences of Rewards.

QUESTION 4

Discuss five the personality factors associated with effective leadership drawn from Hoy and Miskel (2013). Give concrete examples associated with educational institutions'

(30 marks)

QUESTION 5

Your subordinates often complain that they are not involved in decision making. Using the Vroom-Yetton Model of shared decision making, explain to them why they cannot be involved in decision making most of the time

(30 marks)

THE END

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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.

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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 James 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