

**UNIVERSITY OF SWAZILAND**



**FACULTY OF EDUCATION**

**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT**

**FEBRUARY, 2021**

**FINAL EXAMINATION PAPER**

**COURSE CODE : EFM/EDF401/EFM505 (F/T & IDE)**

**TITLE OF PAPER : SCHOOL ADMINISTRATION**

**TIME ALLOWED : THREE (3) HOURS**

- INSTRUCTIONS :**
1. THERE ARE TWO SECTIONS IN THIS PAPER (SECTION 1 AND SECTION 2)
  2. ANSWER ALL QUESTIONS (PART A, B AND C) OF SECTION ONE IN THE ANSWER BOOKLET PROVIDED.
  3. QUESTION ONE FROM SECTION 2 IS COMPULSORY AND ANY OTHER QUESTION: EITHER 2 OR 3 FROM THE SAME SECTION.
  4. ALL YOUR ANSWERS SHOULD BE WRITTEN IN THE ANSWER BOOKLET PROVIDED.

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

**SECTION 1**

**PART A – MULTIPLE CHOICE (20 marks)**

**WRITE THE CORRECT LETTER IN THE PROVIDED ANSWER BOOKLET.**

1. School Administration is an applied discipline which makes the symbiotic relationship between \_\_\_\_\_ very important.
  - a. The school and its larger environment
  - b. Experience and training
  - c. Theory and practice
  - d. Formal and informal organisation
  
2. Decisions taken in schools based on whimsical belief \_\_\_\_\_
  - a. May improve practice
  - b. Are better than no decisions at all
  - c. Are good for practice
  - d. May cause instability in schools
  
3. Public schools in Eswatini are \_\_\_\_\_
  - a. Largely bureaucratic
  - b. Exclusively bureaucratic
  - c. Basically informal
  - d. None of the above
  
4. An organisation as a social arrangement \_\_\_\_\_
  - a. Is essentially bureaucratic
  - b. Has a boundary separating it from its environment
  - c. Has elected leaders
  - d. Has a hierarchical administrative arrangement

5. The concept of the school and its larger environment is best informed by the \_\_\_\_\_
- Institutional Theory
  - Open System Theory
  - Group Theory
  - Process Theory
6. In a school setting, formal and informal organisations \_\_\_\_\_
- are mutually exclusive
  - are repulsive of each other
  - are essentially interdependent
  - All the above
7. Research on school effectiveness has shifted from a deterministic perspective to \_\_\_\_\_
- Strong leadership by the principal
  - Acknowledging the power of the school in transforming the lives of students
  - An orderly environment
  - An emphasis on basic skills
8. According to Halawah (2005) \_\_\_\_\_ constitute one of the important factors towards school success.
- Learners
  - Parents
  - School's larger environment
  - School principals

9. According to Cohn and Rossmiller (1987) more involved \_\_\_\_\_ foster greater achievement motivation in learners.
- Community members
  - Parents
  - Teachers
  - School principals
10. In terms of communication, the result of encoding is the \_\_\_\_\_
- Noise
  - Message
  - Decoding
  - Feedback
11. For the process of communication to be complete, the message has to be decoded or interpreted by the receiver according to his/her \_\_\_\_\_
- Observation
  - Experience
  - Thought processes
  - Communication style
12. Which of the following can affect effective communication in the school context?
- Openness of school climate
  - Level of bureaucratisation
  - Trust levels among educators and students
  - All the above

13. One of the biggest challenges with upward communication is \_\_\_\_\_
- a. message distortion
  - b. status difference
  - c. language barrier
  - d. formalities
14. Effective leadership is concerned with \_\_\_\_\_
- a. maintaining the status quo
  - b. solving organisational conflicts
  - c. influencing change
  - d. following organisational policies
15. According to Bennis and Nanus (1985), whereas leaders do the right things, administrators on the other hand \_\_\_\_\_
- a. interpret organisational policies
  - b. hire and fire
  - c. do things right
  - d. set organisational goals
16. An effective leader is one who \_\_\_\_\_
- a. Does not share information with the rest of the staff
  - b. Controls the whole school alone
  - c. Is very strict to both teachers and students
  - d. Involves teachers in decision making
17. The school headteacher has made several positive changes in the school which has improved the school results. Which of the following best describes his/her leadership style?
- a. Transactional
  - b. Transformational
  - c. Theory X and Y

- d. Motivational
18. The management function responsible for assigning teachers with respective classes to teach is \_\_\_\_\_
- a. Planning
  - b. Organising
  - c. Coordinating
  - d. Controlling
19. The assumption that all staff members in the school are lazy is an example of \_\_\_\_\_
- a. Theory Y
  - b. Theory X
  - c. Fayol's theory
  - d. Bureaucratic model of organisation
20. Participatory decision making is \_\_\_\_\_
- a. Autocratic leadership
  - b. Laissez-fair leadership
  - c. Democratic leadership
  - d. Instructional leadership

**PART B – TRUE OR FALSE (10 MARKS)**

21. Leaders are born and not made \_\_\_\_\_
22. Self-confidence is a leadership personality trait, whereas stress tolerance is a leadership motivational trait. \_\_\_\_\_
23. The contingency leadership theory advocates for a uniform style of leadership. \_\_\_\_\_
24. Situational leadership takes organisation's characteristics into consideration. \_\_\_\_\_

25. Ludwig van Bertalanffy is the father of the contingency theory of leadership.  
\_\_\_\_\_

**PART C – FILL IN THE BLANKS (write only the correct term or phrase in the answer booklet provided (20 marks))**

26. \_\_\_\_\_ leadership style allows learners and teachers to do as they please.
27. \_\_\_\_\_ is the process of giving authority to low level management by the top level management.
28. Schools are organisations that are organised in a \_\_\_\_\_ structure to ensure efficiency and effectiveness.
29. \_\_\_\_\_ is the personnel responsible for the implementation of policies, deciding on the vision, procedures and plans of the school.
30. \_\_\_\_\_ is a body formed by the government to provide uniform conditions and improved services to all the teachers in Eswatini.
31. \_\_\_\_\_ refers to the exchange of information between individuals and groups in order to achieve the goals of the school.
32. \_\_\_\_\_ is the style of decision making where the leader uses authority and power to influence the process of managing and administration of resources in the school.
33. \_\_\_\_\_ leadership refers to the type of leadership that inspires and motivates the teachers in the school.
34. \_\_\_\_\_ is the bureaucratic characteristics of hiring teachers based on their qualifications and competencies.
35. \_\_\_\_\_ is the management function of establishing performance standards and ascertaining if everything goes according to the school plan.

**SECTION 2**

**Question 1 (compulsory)**

- a. "The school structure is bureaucratic" (Hoy and Miskel, 2008). Outline the characteristics of a bureaucratic structure. **(15 marks)**
- b. In five sentences, give 5 ways in which an informal organisation can benefit the school. **(10 marks)**

**ANSWER ONLY ONE QUESTION (EITHER 2 OR 3 BELOW)**

**QUESTION 2**

Mention four (4) styles of decision making and discuss their respective characteristics **(25 marks)**

**QUESTION 3**

Examine five (5) roles of a school principal as the school's instructional leader. **(25 marks)**