

**UNIVERSITY OF ESWATINI  
FACULTY OF EDUCATION**



**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT  
FINAL EXAMINATION**

**TITLE OF PAPER:** LEADERSHIP AND CHANGE MANAGEMENT IN  
EDUCATION

**COURSE CODE:**

**TIME ALLOWED:** THREE HOURS

**INSTRUCTIONS:**

- i. The paper has five questions.
- ii. Each question has 25 marks
- iii. Answer four questions
- iv. The total for the paper is 100 Marks.

**DO NOT OPEN THE QUESTION PAPER UNTIL THE CHIEF INVIGILATOR TELLS  
YOU TO DO SO.**

### **QUESTION 1**

The schools in Eswatini are closed because of rioting students and many other systemic problems. Although there is 'no one size fits all' in terms of solving problems, a solution is needed.

Discuss five elements of successful and effective leadership that you may consider useful in handling such a crisis, drawing from the work of Attah, Obera and Isaacs (2017).

(25 marks)

### **QUESTION 2**

Discuss how you would use Kotter's stages of implementing successful change where there is resistance of change.

(25 marks)

### **QUESTION 3**

Using Aitken and von Treur (2020), discuss any five ways of using the Leadership Competency Framework to foster effective organizational change in a school during the Covid pandemic.

(25 marks)

### **QUESTION 4**

Discuss the five phases for an 'emergent' approach in bringing about meaningful change in a fast-changing and complex environment.

(25 marks)

### **QUESTION 5**

Develop a critical analysis of a systemic view of change management and its conceptual underpinnings drawing from the work of Cao and Mcchugh (2005). In your analysis, show how the different categories of change become interrelated.

(25 marks)

**THE END**