

**UNIVERSITY OF SWAZILAND**

**FACULTY OF EDUCATION**



**DEPARTMENT OF EDUCATIONAL FOUNDATIONS AND MANAGEMENT  
2010  
FINAL EXAMINATION**

<b>TITLE OF PAPER:</b>	MANAGEMENT THEORY AND PRACTICE IN EDUCATION
<b>COURSE CODE:</b>	EDF 635
<b>TIME ALLOWED:</b>	THREE HOURS
<b>INSTRUCTIONS:</b>	1. THIS QUESTION PAPER IS DIVIDED INTO TWO SECTIONS. SECTION 1 IS COMPULSORY 2. ANSWER TWO QUESTIONS IN SECTION 2 3. THE TOTAL FOR THE PAPER IS 100 MARKS.

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

## **SECTION 1**

**This section is compulsory**

### **QUESTION 1**

Using your knowledge and understanding of the typology of management and leadership models, analyse the different approaches used by any educational institution or school you are familiar with in the Swaziland context.

**(40 Marks)**

## **SECTION 2**

**Answer TWO questions from this section**

### **QUESTION 2**

Analyse Peter Senge's vision of a learning organisation and explain how that concept of schools as learning organisations can be applied by educational leaders and managers to enhance the effectiveness of schools

**(30 Marks)**

### **QUESTION 3**

Implementation of educational reforms is easier said than done. Using the Swaziland education system, explain the causes for failure in planned educational change and how change agents and transformational leaders can influence those causes.

**(30 Marks)**

### **QUESTION 4**

Project a career path in educational administration for yourself. For example, deputy head teacher, principal, and inspector of education, education management consultant or any position of your choice.

Use the following questions as your guide to effective leadership:

- What traits are needed for the position?
- Do the traits and skills for the position complimentary or in conflict with each other?
- How would you propose to exploit the complimentary aspects?
- How would you propose to resolve the conflicts?

**(30 Marks)**