

FACULTY	EDUCATION AND HUMAN SCIENCES	
SCHOOL	EDUCATION	
DEPARTMENT	APPLIED EDUCATIONAL SCIENCES	
SUBJECT	EDUCATIONAL MANAGEMENT	
SUBJECT CODE	FMA 3702	
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DURATION	3 HOURS	MARKS: 100

**1<sup>st</sup> OPPORTUNITY EXAMINATIONS**

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This question paper consists of eight (8) pages including the cover page.

**Instructions:**

1. All questions in Sections A and B are Compulsory.
2. Choose one (1) question from section C.
3. Read all questions and statements carefully before responding.
4. Be sure to indicate the correct section and question number in your answer booklet.
5. Make sure that your writing is legible.

## **SECTION A**

**All the questions in section A are compulsory (Question 1 -4)**

### **Question 1: Multiple Choice Questions**

**(20marks)**

Choose the correct- answer from the given alternatives. Write the correct letter next to the relevant number. (Example: 1.0. s)

1.1. This is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively.

- A. Administration.
- B. Management.
- C. Leadership.
- D. Organising.

1.2. Management functions are applicable to:

- A. Small organisations only.
- B. Multinationals only.
- C. All organisations.
- D. Institutions only.

1.3. Which one of the following statements describes organising?

- A. Arranging the resources of an organisation.
- B. Identifying the different roles that need to be carried out.
- C. Choosing the right people for these roles.
- D. All the above.

1.4. Which of the following management functions involves constantly evaluating employees job performance?

- A. Planning.
- B. Leading.
- C. Controlling.
- D. Budgeting.

1.5. Which one of the terms below involves eliminating waste in an organisation and optimising the processes?

- A. Effectiveness.
- B. Efficiency.
- C. Leading.
- D. Administration.

1.6. The ability of a leader to take responsibility for his decisions and actions is referred to as:

- A. Humility.

- B. Flexibility.
- C. Accountability.
- D. Sensitivity.

1.7. One of the characteristics of a leader is enthusiasm. This means that the leader has:

- A. A strong feeling of excitement and interest in something and desires to become involved in it.
- B. The ability to do something dangerous, or to face pain and opposition without showing fear.
- C. The ability to understand another person's feelings and experience.
- D. The willingness to accept especially behaviour or opinions he/she may not agree with.

1.8. Expressing opinions or desire strongly with confidence so that people take notice is referred to:

- A. Sensitivity.
- B. Tolerance.
- C. Assertiveness.
- D. Integrity.

1.9. Which leadership style is the most appropriate when you want to ensure optimum utilisation of skills and talents of teachers and learners?

- A. Laissez-faire leadership style.
- B. Autocratic leadership style.
- C. Democratic leadership style.
- D. Transactional leadership.

1.10. One of these leadership style will be appropriate when teachers or learners are highly skilled, experienced, educated, trustworthy and responsible.

- A. Laissez-faire leadership style.
- B. Autocratic leadership style.
- C. Democratic leadership style.
- D. Transactional leadership.

1.11. Helping your school to be better, cleaner and safer will come under which one of these values?

- A. Trustworthiness.
- B. Caring,
- C. Citizenship.
- D. Responsibility.

1.12. Any act of a teacher in the performance of his or her official duty assigned to him or her is referred to as:

- A. Code of conduct.
- B. Code of conduct for teachers.
- C. Code of behaviour for teachers.
- D. Code of judgment for teachers.

1.13. One of these statements is not part of the professional conduct of teachers towards their learners:

- A. Taking the place of a learner's parents (in loco parentis) when a learner is officially at school and when he or she participates in official school programs and activities in and outside school.
- B. Executing his or her teaching duties and assistance to learners within the framework of the policies of the Ministry of Education and Government.
- C. Must respect the various responsibilities assigned to colleagues.
- D. Ensuring that effective teaching and learning take place at school.

1.14. The fourth step in the rational decision-making process is:

- A. Identification of alternatives.
- B. Studying the existing environment carefully.
- C. Assessing of alternatives.
- D. Selecting a desirable alternative.

1.15. One of the following is not an advantage when it comes to involving other people in decision-making process:

- A. It increases the number of different viewpoints and ideas which might be relevant to the decision being made.
- B. It undermines the utilisation of the available expertise and problem-solving skills which exist within the school community.
- C. It may improve school morale by showing the individuals involved that the leader values their opinions.
- D. It can aid acceptance and implementation of the decision because the people who are involved are more likely to understand it.

1.16. According to the Education Act, children shall not be allowed to leave school until they have completed their primary education or have attained the age of:

- A. 14 years.
- B. 15 years.
- C. 17 years.
- D. 16 years.

1.17. Classroom management is a managerial skill which involves planning, teaching, leading, controlling and supervising learning, all of which should take place at:

- A. Different stages.
- B. At specific stages of teaching and learning.
- C. At the same time.
- D. All the above.

1.18. Which of the following is not true of setting up routine activities for a class?

- A. Routine activities must be organised at the beginning of the year.
- B. Learners must participate as far as possible in the planning of routine activities.
- C. Specific learners must be appointed to perform some tasks on regular basis until the tasks become routine.
- D. A routine procedure should never be dropped even after it has ceased to serve its purpose.

1.19. Esteem need can be satisfied by:

- A. Belonging to a group

- B. Belonging to a security outfit.
- C. Storing up food in the house.
- D. Having a feeling of accomplishment.

- 1.20. An example of a hygiene factor according to Herzberg's two-factor theory is:
- A. Self-realisation
  - B. Promotion
  - C. Recognition
  - D. Salary

**Question 2: Matching Items**

Match the following statements in Column A with the correct concepts in Column B. Write the relevant letter next to the number. Example. 2.0 = Z

[10]

	Statements	Concepts
2.1	They are decisions that are part of an educational leader's daily tasks.	A. Brainstorming
2.2	This occurs when a desire for consensus becomes more important than evaluating and solving problems realistically.	B. Relevancy
2.3	It refers to the interest a specific person has concerning the problem and the subsequent decision.	C. Expertise
2.4	It is a systematic process of choosing a specific course of action to solve a particular problem or to save a situation.	D. Structured problem
2.5	It is a decision-making process that follows intelligent and logical systematic approach.	E. Unprogrammed decision
2.6	These are problems that the educational leader is unfamiliar with.	F. Groupthink
2.7	Participants get the opportunity to give their views and to present arguments without fear of being judged.	G. Unstructured problem
2.8	It is determined by the extent to which the participants in the decision-making are qualified by means of training, interest and experience.	H. Programmed decision
2.9	They are not unique problems and are already known by the educational leader.	I. Rational decision making
2.10	These are unique decisions that an educational leader must make.	J. Decision -making
		K. Risky shift

**Question 3 - Fill in the gaps**

Fill in the missing words with the appropriate words listed below. (For example, 3.1. Media)

[10]

trimesterly	Executive director	staffing norms	enrolled,	
expelled	Starting of Duty	Assumption of Duty	Regional director,	
6months	12months	4days	5days	3days
year	quarterly	term	Executive officer	

3.1 It is important that the principal should endeavor to apply early in the previous year for additional posts for the next year based on the approved \_\_\_\_\_ and the estimated 3.2 \_\_\_\_\_

3.3 The creating of new or additional posts, or the expansion of the curriculum, or the construction of new classrooms is determined by the learners \_\_\_\_\_ in a school.

3.4 Where a school experiences an unexpected increase in enrolment at the beginning of the year, the \_\_\_\_\_ school day statistics should be used as a basis for applying for additional posts.

3.5 Where learners' enrolment numbers decrease during the academic year, excess teaching staff are retained until the end of the \_\_\_\_\_ to ensure that teaching and learning is not interrupted.

3.6 The appointment of teachers is usually done by the \_\_\_\_\_ but that of the principal is done by the 3.7 \_\_\_\_\_

3.8 All first-time appointments into entry posts or promotion posts are placed on probation for \_\_\_\_\_

3.9 During the probation, the principal must submit \_\_\_\_\_ progress reports to the Regional Office.

3.10. To avoid unnecessary delay of payment of salaries of new staff members, the principal should complete an "Assumption of Duty" form within \_\_\_\_\_ the new staff starts at the school.

#### **Question 4 - True and False questions**

Indicate whether the following statements are True or False. Write the letter T or F,

e.g. 4.0. F

#### **TRUE/FALSE**

- 4.1. The implementation of Article 20 has been entrusted to the Ministry of Education, and indeed to all stakeholders in education.
- 4.2. The right to education entails the right of every child to have access to education irrespective of their race, colour or creed.
- 4.3. Respect for human rights should only be taught in some subjects in schools.
- 4.4. A parent who does not send his or her child to school or a teacher who refuses a child access to education is not committing any crime.
- 4.5. The Education Act did not make any provision for the registration of a learner to receive education at home.
- 4.6. The most serious obstacle in the implementation of the Education Act has been the flexibility of people to adapt to change.
- 4.7 If you are caught red-handed with stolen goods or are suspected of any other criminal offence, your actions will be reported to the Police and to the Auditor General.
- 4.8. If the principal is convinced that the learner is guilty of misconduct, he or she may charge the learner in writing with misconduct and may suspend such learner from the school or the hostel or both school and hostel.
- 4.9. After the School Board has reached a decision and wish to recommend for the expulsion of a learner for particular contravention, such a recommendation should first be submitted to the Executive director.
- 4.10 A child's experience of discipline in his or her home does not necessarily have an influence on his or her behavior at school.

**SECTION B: Short answer questions (Compulsory)**

**Answer all the questions in this section**

**Question 5**

5.1. List the sub-values under the following values:

5.1.1. Trustworthiness (4)

5.1.2. Respect (3)

5.2. Mention three (3) different bodies of the Ministry of Education that are responsible for the implementation of the Education Act. (3)

5.3. Enumerate four (4) elements of classroom management. (4)

5.4. Explain four (4) factors that you need to take into consideration when planning a seating arrangement for your class. (8)

5.5 Explain briefly the principles of motivation. (8)

[30]

**SECTION C: Long Answer Questions**

**Choose one (1) question from this section**

**QUESTION 6**

6.1. Your class group has been tasked to come up with a solution that will reduce clashes in the lecturing timetable. Taking into cognizance the steps in group decision-making, come up with a solution as to how to resolve this problem. [20]

6.2. Discuss the importance of effective classroom management in enhancing good teaching and learning environment. [20]

6.3. Due to the complexity of the school system and the unruly nature of some learners in schools today, teachers are overwhelmed with work and learner-teacher relationship is at all-time low. Suggest how you can improve your learner-teacher relationships. [20]

**Total marks for section A + B = 80+20 = (100)**