

UNIVERSITY OF EMBU

2019/ 2020 ACADEMIC YEAR

FIRST SEMESTER EXAMINATIONS

REGULAR

THIRD YEAR EXAMINATION FOR THE DEGREE OF BACHELOR OF EDUCATION

ARTS AND SCIENCES

TAP 302: EDUCATIONAL ADMINISTRATION

DATE: JANUARY 8, 2020

TIME: 2.00 – 4.00 PM

INSTRUCTIONS:

Answer Question ONE and ANY Other TWO Questions.

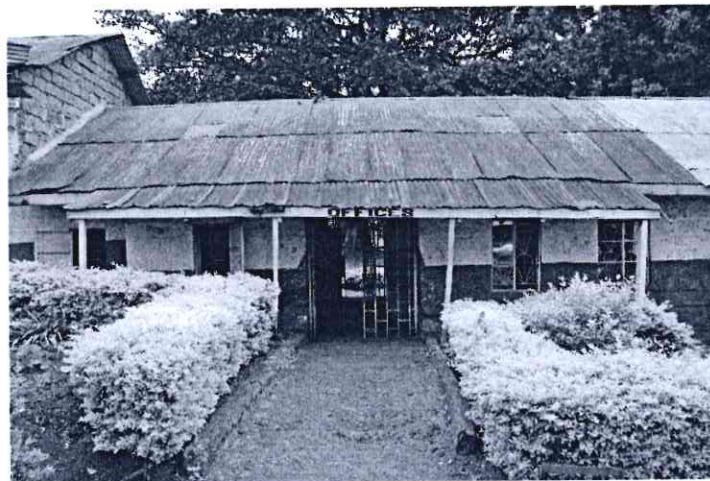
QUESTION ONE (30 MARKS)

- a) Describe any five effective school learning climate factors identified in the Wilber Brookover's School Learning Climate Assessment (5 marks)
- b) Highlight any five administrative functions described by Luther Gulick (5 marks)
- c) Explain three main sources of authority and show how a school utilizes any one of these sources? (5 marks)
- d) Max Weber's description of an organization is one that is very bureaucratic and having singular ways of reporting and accountability. Using this framework critique the current Kenyan system of having a constitutionally independent Teachers Service Commission (TSC) to manage teachers while at the same time having a Ministry of Education (MoE) to coordinate education matters. (5 marks)
- e) In school financial management practices explain the nature of a cash book and how it is used to effectively manage school finances. (5 marks)

- f) Describe the differences in responsibilities of a principal in a newly established day school and a well performing National High school. (5 marks)

QUESTION TWO (20 MARKS)

- a) The picture below shows the face of a school that has not been performing well in National Examinations. The University wants to create a strategy for improving the performance. Using Elton Mayo's Human relations approach (Hawthorne experiments) describe why a face lift of this schools building may not improve learning outcomes and suggest alternative strategies. (14 marks)



- b) Describe any two leadership styles exhibited by school principals in educational institutions. For each state clearly the main advantage and disadvantage (6 marks)

QUESTION THREE (20 MARKS)

The 19th century classical theories of education administration are based on big business enterprises. The current school system is like a big business. Principals who want to solve education problems of the 21st century must follow the theories of education administration. Critically analyze this statement and provide five arguments for and five arguments against the statement. (20 marks)

QUESTION FOUR (20 MARKS)

Describe the concept of discipline and show the process the Teachers Service Commission (TSC) would use against a school principal who has embezzled school funds.

(20 marks)

QUESTION FIVE (20 MARKS)

a) Briefly explain the significance of the following major personnel management considerations for a school administrator when appointing a head of department in the school from among the teachers. (12 marks)

- i) Recruitment and selection
- ii) Training and development
- iii) Performance appraisal
- iv) Compensation and remuneration

c) Max weber postulated a bureaucratic theory of management with rigid reporting hierarchies. However, school principals are increasingly adopting an “open door” management system. Explain four advantages of each of these methods. (8 Marks)

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