

UNIVERSITY OF FORT HARE

Faculty of Education

Alice & East London Campuses

AEGROTAT EXAMINATION

JANUARY/FEBRUARY 2019

Degree: Bachelor of Education Honours

Education Leadership & Management: Module

Date: JANUARY 2019

ELM501 & ELM501E: Module Codes

Time: 3 Hours

150: Marks

Internal Examiners: Dr. Pylman, N & Mr. Macanda, MAA

Dr Ndamani, L: External Examiner

This paper consists of 4 pages including the cover page

INSTRUCTIONS FOR CANDIDATES

1. The purpose of this examination to give you an opportunity to demonstrate your understanding of educational leadership and management theories and how to apply those in the context of schools in SA.
2. Answer three questions in essay form, **one question from each section.**
3. Number your questions as they are numbered on the question paper.
4. All questions are worth an equal number of 50 marks.
5. You are encouraged to plan your answers carefully, making sure that you have identified the key points of the question before you actually start writing each of your three essays.
6. Allocate your time equally for answering your three questions and focus on answering the actual question at all times.

NB: Please do not turn over this page until told to do so

SECTION A

NB: Answer ONE question from this section.

QUESTION 1: CONCEPTS AND ROLES

Do you agree that leadership and management are different? Critically respond to this question by referring to appropriate literature and examples from your school or a school familiar to you to discuss the leadership and management roles of school principals within the South African context. (50)

OR

QUESTION 2: DISTRIBUTED LEADERSHIP

Having a flatter hierarchy from 'top-down' to "participatory management" means that leadership and management capacity need to be built throughout the whole school. Drawing ideas from "Distributed Leadership" explain why you think this strategy could make a major contribution towards school improvement. (50)

OR

QUESTION 3: MANAGING CHANGE

An awareness of the need for change is the beginning of the whole change process (Armstrong, 2006). As a newly appointed principal in the school, you realize the importance of changing the culture and structure of the school. Make use of Kotter's elements of changing organisations to explain how you will institutionalise and manage the change in this particular school. (50)

[50]

SECTION B

NB: Answer ONE question from this section.

QUESTION 4: LEARNING ORGANIZATION

Learning organisations do away with the mindset that it is only senior management who can and do all the thinking for the entire corporation (Senge,1990).

Referring to this statement, explain how the insights from Senge (1990) can help to transform your school into a learning organisation that taps into the resources and potential of teachers, SGB members, learners and parents. (50)

OR

QUESTION 5: SCHOOL IMPROVEMENT

As a newly appointed principal in a dysfunctional school you soon realize that you should not be rigid in your school improvement planning, and rather be responsive to the needs of school and the community. Use strategies associated with "Improving schools in difficult and challenging contexts" (Chapman and Harris, 2004) to suggest an approach that you will follow to overcome the problems in the school. (50)

OR

QUESTION 6: CONFLICT MANAGEMENT

Conflict within organisations is inevitable and schools are no exception. What is your understanding of conflict, the sources of conflict, advantages and disadvantages of conflict and what strategies would you in your capacity as principal or SMT member apply to manage conflict effectively. (50)

[50]

SECTION C

NB: Answer ONE question from this section.

QUESTION 7: EVALUATION AND CRITICAL FRIENDS

Analyze the concept of evaluation and critical friends and evaluate their appropriateness for transforming schools. (50)

QUESTION 8: PROFESSIONAL LEARNING COMMUNITIES

School change efforts to develop schools as learning communities result in schools that are constantly learning and thus changing (Kilbane, 2009)

In the light of the above statement, discuss critically how you would go about in transforming your school to be become a professional learning community. (50)

QUESTION 9: ORGANIZATIONAL DEVELOPMENT

Critically discuss the relevance of organizational development (OD) and its processes in introducing change in your school. (50)

[50]

[150]

END OF EXAMINATION PAPER
