

**FINAL EXAMINATION**

**BACHELOR OF ARTS (HONOURS) IN APPLIED ENGLISH LANGUAGE STUDIES  
BACHELOR OF EDUCATION (HONOURS) IN TEACHING ENGLISH  
AS A SECOND LANGUAGE**

**COURSE : EDUCATIONAL ADMINISTRATION**

**COURSE CODE : EDU2393**

**DURATION : 3 HOURS**

**INSTRUCTIONS TO CANDIDATES:**

1. This question paper consists of **FOUR (4)** parts :
  - : PART A (20 questions)
  - : PART B (10 questions)
  - : PART C (5 questions)
  - : PART D (2 questions)
2. Answer **ALL** questions in the answer booklet.
3. Please check to make sure that this examination pack consists of:
  - i. The Question Paper
  - ii. An Answer Booklet
4. Do not bring any materials into the examination hall.
5. Please write your answer using permanent ink.

**MYKAD/PASSPORT NO :** \_\_\_\_\_  
**ID. NO. :** \_\_\_\_\_  
**LECTURER :** \_\_\_\_\_  
**SECTION :** \_\_\_\_\_

**DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO**

*This question paper consists of 7 printed pages including the front page*

**PART A: MULTIPLE CHOICE QUESTIONS**

Answer ALL questions.

1. Leadership in administration primarily focuses on \_\_\_\_\_.
  - A. supervising teachers with strict authority
  - B. monitoring student discipline and welfare
  - C. making smart decisions about resources
  - D. reviewing curriculum for quality assurance
2. According to Olsen (1970), how is a social system defined?
  - A. A rigid framework with no flexibility
  - B. A closed entity with limited interaction
  - C. A creative organisation with clear boundaries
  - D. A temporary group without a defined structure
3. Which property of authority involves followers choosing to obey?
  - A. Accepted power recognised as rightful control
  - B. Authority forcing people through strict coercion
  - C. Willing compliance by those under leadership
  - D. Waiting for instructions before making choices
4. What is decision-making in schools?
  - A. Linking with planning
  - B. Supporting operations
  - C. Choosing between options
  - D. Guiding human resources
5. According to Janis and Mann, what happens to arousal during decision making?
  - A. It stays the same
  - B. It decreases only under stress
  - C. It increases after completion of the decision
  - D. It increases while deciding and decreases once decided
6. What is the incremental model often called?
  - A. Step-by-step
  - B. Trial and error
  - C. Muddling through
  - D. Continuation of policies with limited changes

7. What is the main purpose of coalitions in organisations?
- A. To join forces and gain resources
  - B. To maintain traditions and customs
  - C. To enforce rules and gain resources
  - D. To divide members and cause conflict
8. What happens when stress is at an optimal level?
- A. No decision is made at all due to confusion
  - B. Options are ignored and a quick decision is made
  - C. The first available option is chosen without thinking
  - D. Options are carefully evaluated using an optimising method
9. Which political tactics are considered morally harmful?
- A. Flattering through constant praise
  - B. Coalition building through teamwork
  - C. Indispensability through essential work
  - D. Dishonesty through false achievements
10. Which example shows unilateral decision-making?
- A. Doctor decides treatment, patient accepts
  - B. Leader consults group, then decides alone
  - C. Doctor decides treatment, patient negotiates
  - D. Leader involves group in democratic decision-making
11. What is the basic definition of decision-making in schools?
- A. Following instructions without any evaluation
  - B. Choosing between different available options
  - C. Accepting traditions without considering change
  - D. Selecting among alternatives after weighing goals, consequences, and organisational needs
12. Which decision-making model involves choosing a "good enough" solution?
- A. Classical model emphasising optimisation
  - B. Incremental model emphasising muddling
  - C. Administrative model emphasising satisficing
  - D. Mixed scanning model emphasising adaptation
13. What does arousal in decision-making refer to?
- A. The state of being awake and aware
  - B. The process of ignoring conflict entirely
  - C. The act of following rules without analysis
  - D. The reliance on traditions without changes

14. Which factor is **NOT** a constraint in the Vroom model?
- A. Time available
  - B. Skills of a subordinate
  - C. Development of subordinates
  - D. Clear and structured problems
15. According to the Vroom Model, what should a leader do if the decision is of low importance?
- A. Decide alone without involving subordinates
  - B. Use group decision-making for better results
  - C. Delegate the decision entirely to subordinates
  - D. Rely on traditions and customs to make choices
16. What is the basic definition of communication in schools?
- A. The process of sharing ideas or feelings
  - B. The process of avoiding conflicts entirely
  - C. The process of maintaining traditions only
  - D. The process of enforcing rules and policies
17. According to Chemers (1997), what does leadership mean?
- A. Guiding others
  - B. Achieving shared goals
  - C. Sharing decision-making
  - D. Accommodating subordinates need
18. Why is laissez-faire leadership often considered less effective?
- A. Lack of guidance
  - B. Ignores teamwork
  - C. Enhances conflict
  - D. Promotes procrastination
19. What is the ultimate goal of transformational leadership?
- A. Avoiding conflicts
  - B. Promoting subordinates
  - C. Rewarding subordinates
  - D. Achieving self-actualisation

20. What is the main idea of ELT?

- A. Leadership focuses on ego and authority
- B. Leadership focuses on fear and manipulation
- C. Leadership focuses on strict rules and control
- D. Leadership focuses on values and awareness

(TOTAL: 20 MARKS)

**PART B: TRUE OR FALSE**

**Choose the correct answer. Answer ALL questions.**

- |                                                                                                                                |              |
|--------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1. Coalitions in organisations are formed primarily to secure resources for their members.                                     | True / False |
| 2. The administrative model emphasises "optimising" by finding the absolute best solution.                                     | True / False |
| 3. Incremental decision making is often described as "muddling through," involving small, step-by-step changes.                | True / False |
| 4. Janis and Mann (1977) argue that decisional conflict can be either beneficial or harmful depending on stress levels.        | True / False |
| 5. Mixed scanning and incremental models are unrelated to arousal theory in decision-making.                                   | True / False |
| 6. Acceptance is considered critical in the Vroom model because it affects whether a decision can be successfully implemented. | True / False |
| 7. Communication in schools is only about transmitting information, not about building relationships.                          | True / False |
| 8. In the communication process, encoding refers to interpreting the message.                                                  | True / False |
| 9. One-way communication in schools, such as lectures or announcements, provides instant feedback.                             | True / False |
| 10. Two-way communication encourages clarification and ensures understanding through interaction.                              | True / False |

(TOTAL: 10 MARKS)

**PART C: SHORT ANSWER**

**Answer ALL questions.**

1. Explain **THREE (3)** types of authority in schools.  
(6 marks)
2. Describe **THREE (3)** unethical political tactics and provide examples.  
(6 marks)
3. Identify **THREE (3)** models of decision-making in schools. Provide explanations.  
(6 marks)
4. Describe **THREE (3)** possible outcomes of decision-making based on stress levels.  
(6 marks)
5. Identify **THREE (3)** types of formal communication networks in schools and provide brief explanations for each.  
(6 marks)

**(TOTAL: 30 MARKS)**

**PART D: STRUCTURED ESSAY**

**Answer ALL questions.**

1. Critically evaluate the challenges faced by school administrators in balancing daily management tasks with leadership responsibilities. In your answer, explain how administrators can maintain efficiency while inspiring teachers and students. Provide examples from real or hypothetical school situations.  
(20 marks)
2. Analyse the importance of Evolutionary Leadership Theory in modern schools. In your answer, explain how ELT's focus on values, self-awareness, and lifelong learning can support teacher development and student growth. Provide examples.  
(20 marks)

**(TOTAL: 40 MARKS)**  
**(TOTAL: 100 MARKS)**

**END OF QUESTION PAPER**

