

**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 8 printed pages including the front page

PART A: MULTIPLE CHOICE QUESTIONS

Answer ALL questions.

1. Which administration process ensures resources are used effectively?
 - A. Guidance
 - B. Leadership
 - C. Controlling
 - D. Evaluation of teaching quality

2. Which element reflects accepted behaviours like raising hands to speak?
 - A. Ethos
 - B. Norms
 - C. Values
 - D. Accepted behaviours and rules

3. Which type of authority relies on traditions?
 - A. Old
 - B. Custom
 - C. Informal
 - D. Traditional

4. Which type of authority comes from skills or competence?
 - A. Legal
 - B. Expert
 - C. Functional
 - D. Bureaucratic

5. According to Mintzberg, which system represents informal ideology?
 - A. Official positions making formal decisions
 - B. Shared beliefs influencing peers in school
 - C. Specialised knowledge guiding technical work
 - D. Unofficial manipulation shaping hidden agendas

6. Which political tactic involves doing favours to gain favours back?

- A. Praising
- B. GASing
- C. Flattering
- D. Ingratiating

7. Which political tactic involves blaming others for mistakes?

- A. Praising
- B. GASing
- C. Flattering
- D. Scapegoating

8. Which conflict management style focuses on ignoring the issue?

- A. Avoiding
- B. Ignoring
- C. Collaborating
- D. Compromising

9. Which conflict management style seeks a middle ground?

- A. Avoiding
- B. Competing
- C. Collaborating
- D. Compromising

10. Decision-making means _____.

- A. deciding
- B. choosing
- C. analysing
- D. ignoring

11. Why is decision-making important in schools?

- A. To achieve success
- B. To guide operations
- C. To support planning
- D. To ensure effectiveness

12. What happens to arousal levels during decision making?
- A. They stay the same
 - B. They increase after completion
 - C. They only decrease when stress is high
 - D. They increase while deciding and decrease once decided
13. What type of conflict occurs when important decisions have drawbacks?
- A. Intrapersonal conflict
 - B. Interpersonal conflict
 - C. Organisational conflict
 - D. External conflict caused by outside factors
14. When the decision is low in importance, what should the leader do?
- A. Decide alone
 - B. Involve subordinates
 - C. Delay the decision process
 - D. Use group decision-making
15. If the leader lacks expertise in a high-importance decision, what should happen?
- A. Decide alone
 - B. Involve subordinates
 - C. Use autocratic acceptance
 - D. Apply satisficing procedures
16. What is communication in schools?
- A. Sharing ideas or feelings
 - B. Exchanging information process
 - C. Helping people understand each other
 - D. A way of building relationships and promoting understanding

17. How does Chemers (1997) define leadership?

- A. Inspiring people to set higher goals
- B. Guiding others to achieve a shared goal
- C. Rewarding followers when they complete tasks
- D. Allowing employees to make their own decisions

18. What is the main focus of transactional leadership?

- A. Building relationships and motivating staff
- B. Allowing employees to work independently
- C. Keeping things the same and rewarding followers
- D. Creating change and inspiring higher achievement

19. What does intellectual stimulation involve?

- A. Listening carefully to concerns and needs
- B. Guiding people to reach their full potential
- C. Helping individuals feel valued and supported
- D. Providing coaching and mentoring opportunities

20. What is the basic premise of Evolutionary Leadership Theory?

- A. Leadership is limited to modern organisations
- B. Leadership is defined only by administrative duties
- C. Leadership is only about rewards and punishments
- D. Leadership and followership developed as humans evolved

(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