

**COURSE TITLE: Educational Administration and Management**  
**COURSE CODE: EMP 411**

**Instructions to Candidates**

- (a) This paper consists of six questions
- (b) Answer **ANY** = **FOUR** questions only

\* Efficiency of school administrators is determined by existence of a good organization structure.

- (a) Discuss any **four** elements which can be used to structure organizations. (8 marks)
- (b) Briefly explain the major components of an organization. (7 marks)

2. The scientific /classical theories contributed a lot to structuring and management of education.

- (a) Discuss the main contributions of the following proponents to the management of education.
  - (i) Henri Fayol - (6 marks)
  - (ii) Max Weber (6 marks)
- \* State **three** criticisms labelled against this theory. (3 marks)

3. Delegation is the process by which managers assign to subordinates the right to make decisions & act in certain situations.

- a) Discuss **five** principles that are useful when delegating authority. (5 marks)
- b) Outline **five** barriers to delegation and explain how to overcome them (10 marks)

4. a) Periodically schools experience diverse changes in management and curriculum. How can a leader institute a new change in his/her school (10 marks)

- b) Discuss some of the strategies that can be used to overcome resistance to change (5 marks)

5. The Constitution of Kenya (2010) has the Bill of Rights at its core while the Kenya Vision 2030, acknowledges the need to reform the education and training to create a sector fit for purpose. This has led to the policy provisions embodied in Sessional Paper number 14, of 2012. Discuss the key elements in this document in relation to management of education today. (15 marks)

- \* (a) A leader is made and not born. Discuss (5 Marks)

- b) Distinguish between the following theories and styles of leadership
  - i. Democratic and Laissez faire leadership styles (2 ½ Marks)
  - ii. Transformational and Transactional Leadership styles (2 ½ Marks)
  - iii. Functional and Contingency theory (2 ½ Marks)
  - iv. Theory X and Theory Y (2 ½ Marks)