

AUGUST 2021
EBS 349
SCHOOL MANAGEMENT AND
ADMINISTRATION
2 HOURS

Candidate's Index Number:
Signature:

UNIVERSITY OF CAPE COAST
COLLEGE OF EDUCATION STUDIES
SCHOOL OF EDUCATIONAL DEVELOPMENT AND OUTREACH
INSTITUTE OF EDUCATION

FOUR-SEMESTER BACHELOR OF EDUCATION PROGRAMME
THIRD YEAR, END-OF-FIRST SEMESTER EXAMINATION, AUGUST, 2021

AUGUST 11, 2021

SCHOOL MANAGEMENT AND
ADMINISTRATION

9:00 AM – 9:30 AM

This paper consists of two sections, A and B. Answer ALL the questions in Section A and TWO questions from Section B. Section A will be collected after the first 30 minutes.

SECTION A
(20 MARKS)

Answer ALL the questions in this Section.

Items 1 to 20 are stems followed by four options lettered A to D. Read each item carefully and circle the letter of the correct or best option.

1. Management is referred to as an **art** because managing requires the use of
 - A. general knowledge and principles of management.
 - B. principles and theories of management.
 - C. unique personal skills and knowledge.
 - D. unique techniques which can be applied in different situations.
2. Unresolved disputes can lower morale and productivity and may even drive away competent teachers. It is for this reason that headteachers must take the role of
 - A. mediator and communicator of disputes as they occur.
 - B. mediator and negotiate compromises as disputes occur.
 - C. negotiator and liaison officer between disputants.
 - D. negotiator and spokesperson of disputants.
3. It is a process undertaken by one or more individuals to mobilize resources and to co-ordinate the activities of others to achieve stated goals of an organization effectively and efficiently.
 - A. Delegation.
 - B. Management.
 - C. Organizing.
 - D. Supervision.

4. This type of function of a theory tells what the future holds. How someone has acted in the past should lead us to a clear picture of what future behaviour that person will exhibit. function.
 - A. Explanatory
 - B. Heuristic
 - C. Predictive
 - D. Taxonomic

5. The headteacher of Christ the King AME Zion school recognizes that satisfaction with the status quo poses a serious threat to the organization's survival. What type of leadership does he display? leadership.
 - A. Autocratic
 - B. Democratic
 - C. Transactional
 - D. Transformational

6. High productivity of school will remain elusive unless teachers are willing to
 - A. come to school on time.
 - B. engage in fair day's work.
 - C. go for further training.
 - D. show high level of commitment to work.

7. Why do educational administrators prefer the use of Lindblom's Theory of Muddling Through in decision-making to classical Decision-Making Theory? Administrators
 - A. are logical and critical thinkers.
 - B. do not have the knowledge, ability or capacity to maximize the decision-making process.
 - C. have full information and are able to identify all alternatives available to them and rank them objectively.
 - D. have the knowledge, ability or capacity to maximize the decision-making process.

8. It is viewed as the milieu, atmosphere, culture, feel, tone, or the internal quality of an organization especially as experienced by its members and noticed by visitors to the organization. Organizational
 - A. climate.
 - B. development.
 - C. iceberg.
 - D. process.

9. Why is decision-making in an organization considered as the very heart of the administrative process and leadership? Decision-making
 - A. involves making alternative choice.
 - B. is a concrete phenomenon driven by rationality.
 - C. is core to the job description of administration.
 - D. is one of the defining characteristics of leadership.

10. What made F. W. Taylor to develop the idea that:
- i. men should be programmed to be as efficient as machine,
 - ii. high pay should be tied to successful completion of work, and
 - iii. failure to complete the work successfully would mean loss of pay or reduction in one's salary.
- A. He wanted to be considered as the best manager of his time.
 - B. He was looking for new ways of doing things.
 - C. Inefficiency and waste were rampant in industrial settings at that time.
 - D. There was no harmonious relationship among employees in industrial settings.
11. F. W. Taylor's emphasis on reducing workers in an organization into rational machine cannot be applied to modern schools because effective teaching calls for
- A. flexibility.
 - B. one best way of teaching.
 - C. routinised work.
 - D. the use of easiest method of teaching.
12. The Hawthorne experiments have brought about the importance of
- A. discipline at workplaces.
 - B. human beings in social setting.
 - C. informal group interaction within the formal organizational structure.
 - D. subordination of individual interest to the common goal.
13. The headteacher who believes in the use of McGregor's Theory X will exhibit the characteristics of close supervision, control, and
- A. being a good listener.
 - B. being democratic.
 - C. directing workers.
 - D. treating workers with due respect.
14. It has been defined as a process involving the selection of a course of action from among two or more possible alternatives in order to arrive at a solution to a given problem or obtain a desired result.
- A. Decision-making.
 - B. Dynamic engagement.
 - C. Functional management.
 - D. Managerial control.
15. Why do some headteachers/managers of schools feel reluctant to delegate authority to their subordinates? Heads/managers
- A. fear that delegating authority may not please their superiors.
 - B. fear that delegating authority may result in conflict between them and the subordinates.
 - C. fear that delegating authority may result in conflict of interest.
 - D. have low confidence and trust in the ability of subordinates.

16. Why is it necessary for headteachers to use rules, regulations, rewards, penalties and sanctions in their day-to-day activities? To
- A. enable pupils perform well academically.
 - B. enable pupils respect their parents at home.
 - C. put fear into people.
 - D. reinforce socially acceptable behaviour.
17. The staff of a school need adequate and accurate information about the community to enable it make
- A. proper application of the rules and regulations of the school.
 - B. realistic appeal to NGOs for help to the school.
 - C. realistic appraisal of events in the community.
 - D. realistic recommendation to Government to help the school.
18. Kofi, a class six pupil of Sikakrom Basic school needs **not** be told or punished before he does the right thing. Kofi can therefore be said to be a self-disciplined
- A. and authoritative person.
 - B. and repressive person.
 - C. and transformational.
 - D. person.
19. Why is it necessary for the headteacher to establish, develop, and maintain good relationship with parents/community?
- A. So that the school can be a place of excellence.
 - B. So that they can work collaboratively to save the image of the school.
 - C. To enable parents/community appreciate his hard work.
 - D. To enable them work collaboratively to train the child.
20. When transformational leader encourages employees to be confident, stronger, and take ownership for the work they do, he/she is invariably exhibiting one of the following characteristics.
- A. Creativity.
 - B. Empowering.
 - C. Interactive.
 - D. Passionate.