

The
Management
University
of Africa



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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF EDUCATION (SOE)

DEGREE OF BACHELOR OF EDUCATION ARTS

**EAP 402: EDUCATIONAL ADMINISTRATION AND
MANAGEMENT**

DATE: 29TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Theory

The study of organization is to a large extent theoretical in nature, theory is an endeavor to understand reality. It can be defined as "a conceptual scheme or system that is held to explain a group of facts or phenomena, and to discover and organize new facts. Simply put, theory is the systematically organized knowledge thought to explain observed phenomena i.e. just as theory explains how planes fly, or the nature of the solar system, we have theories about organizations and how they work. The dynamic and progressive nature of knowledge leads to a creation of new concepts in an attempt to make sense of concepts in use.

A theory is a rational explanation of how something is put together, of how it works, and why it works that way. (Rational - means that which can be subjected to reason, that which is sensible, argued out rather than guesswork). Theory is a set of assumptions or generalizations supported by related philosophical and scientific principles. Theory explains *what* is, rather than *what ought to be*. Theory provides an internally coherent way of looking at phenomena in a described field, so that generalizations of the theory can be applied in specific areas. The terms of the application are consistent, inherent in the theory and special to the specific instance.

You may be asking why we study theory when as an educational administrator you will be faced with practical and unique challenges. The answer is; we cannot think of the different ways of organizing human beings in a collective effort without using theory. When we speak of organizational notions such as hierarchical structure, leadership, bureaucracy, and motivation, we are already engaged in theoretical

discussion. Discussing educational organization without reference to theory is like trying to discuss disease prevention without reference to sanitation, nutrition, or public health. Theory is what provides the rationale for what one does. Skeptics may dismiss theory as only an ideal state or ideal notion (that ignores practicalities). Theory is however, crucial in shaping our everyday perception and understanding of common place events. Theory provides a basis for thinking systematically about complex problems, such as understanding the nature of educational organizations. Theory is useful because it enables us to *describe* what is going on, *explain it* and *predict future events* under given circumstances (and therefore think about ways to exercise control over events).

Required:

- a) Illustrate your understanding of the term education administration theory

(4 marks)

- b) Theory is a cornerstone for studying education administration, discuss

(6

marks)

- c) Fredrick Taylor is Father of scientific management theory. Describe his basic principles.

(8 marks)

- d) Assess the characteristics of bureaucratic theory of management

(5 marks)

- e) Define communication

(2

marks)

QUESTION TWO

- a) Using a school set up, describe the administrative processes as advocated by Gullick

(10 marks)

- b) Briefly describe some of the problems that would be experienced in

a school in the absence of proper coordination

(5 marks)

QUESTION THREE

a) Motivation is a process, discuss **(3 marks)**

b) Using Maslow's hierarchy of needs, evaluate how a school manager motivate its workers to perform to their level best
(12 marks)

QUESTION FOUR

a) Assess the meaning of leadership
(3 marks)

b) Discuss the various types of leadership
(12 marks)

QUESTION FIVE

a) Power and authority are terms used in management. Discuss
(3marks)

b) Power is given or earned, Examine its types
(12 marks)

QUESTION SIX

a) Evaluate the merits of democratic leadership **(10 marks)**

b) Describe the flow of communication in school **(5 marks)**

