

UGANDA MARTYRS UNIVERSITY
FACULTY OF EDUCATION
YEAR THREE END OF SEMESTER ONE EXAMINATIONS 2023
BAED/BSc. ED/BIDE/BELL
ADM 63102 EDUCATIONAL ADMINISTRATION AND LEADERSHIP

DATE 14/12/2023

DURATION: 3 HRS

Time: 2:00pm – 5:00pm

Instructions: Answer only **FOUR** questions

1. The Headteacher leads a school comprising twelve teachers and three support staff members. Recently, a Director of Studies (DoS) arranged for the three support staff members to report directly. Currently, there is a state of confusion among the three members of the support staff.
 - a) Mention the principle of administration/organization the DoS contravening? **(05 marks)**
 - b) Discuss the reasons why the support staff members have confusion when they get instructions from the DoS? **(6 marks)**
 - c) Analyze the recommendations on the necessary actions to be taken. **(14 marks)**
2. The head teacher of Samona Secondary School delegates his authority to the teacher on duty every week, giving them the power to make all administrative decisions and only soliciting his input on financial issues.
 - a) Identify the leadership style the head teacher of Samona employing? **(5 marks)**
 - b) Discuss the reasons why you think he chose that particular style of leadership? **(10 marks)**
 - c) Do you believe that his style of leadership puts his status as a head teacher at risk? Why? **(10 marks)**
3. A student was discovered engaging in a physical fight with a Geography teacher. The headmaster made the decision to terminate the employment of the teacher and publicly stated it during the school assembly.
 - a) Describe your opinion on the decision made by the head teacher? **(10 marks)**
 - b) If you were the headmaster, would you have made the same decision? Why? Or explain your rationale? **(15 marks)**
4. The headmaster of Ssema secondary school has three deputies: one responsible for academics, one responsible for discipline, and one responsible for administration. In addition, he has designated three individuals as Directors of Study (DoS). In addition, he designated two Heads of Department (HoD) for each subject, as well as class teachers. At the close of each month, every leader does an accountability of their own office.
 - a) Describe the rationale behind the head teacher's decision to schedule all those appointments? **(5 marks)**

- b) Why is it crucial for every appointed individual to account for his/her office? **(8 marks)**
- c) To what extent do the appointments facilitate the head teacher's performance as an accountability officer? **(12 marks)**

5. Suppose that you are a headmaster and you get information that your deputy has engaged in sexual assault against a 14-year-old visually impaired girl who is in Form One.
- a) Identify the kind of decision-making process will you employ? **(5 marks)**
 - b) Mention the stakeholders that you will involve in the decision-making process. **(5 marks)**
 - c) Examine the factors that need to be taken into account when making decisions **(8 marks)**
 - d) Explain the criteria that will be used to make the final decisions. **(7 marks)**
6. Assume that you have been designated by members of your community to assess the performance of the head teacher at the local school.
- a) Discuss the administrative factors that you would consider while evaluating the school. **(10 marks)**
 - b) Analyze the specific attributes you would want in the head teacher. **(15 marks)**
7. Two headmasters from separate schools were requested to discuss the primary determinant that shaped their administrative theories. They both said that the teachers' capacity to carry out their responsibilities without supervision was the determining factor.
- a) Identify the administrative theory that the head teachers selected to guide their administration? **(5 marks)**
 - b) Explain that administrative theory? **(10 marks)**
 - c) Discuss the reasons for your agreement or disagreement with the head teachers' selection of the administrative theory. **(10 marks)**