



Botswana Open  
University

B Ed. Primary

SESSIONAL EXAM EL 222

January – June 2018

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# **BOTSWANA OPEN UNIVERSITY**

**BACHELOR OF EDUCATION PRIMARY**

**EDUCATIONAL LEADERSHIP AND MANAGEMENT**

**EL 222**

**SESSIONAL EXAMINATION 2018**

**MARKS: 100 hours**

**DURATION: 3 HOURS**

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**Instructions to students:**

1. The examination paper consists of FIVE sections: A, B, C, D and E.
2. Begin each answer to a new section on a new page
3. Answer all the questions according to instructions given in each section
4. Write in grammatical English
5. Complete all details as required by the answer booklet



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**SECTION A: MULTIPLE CHOICE:**

**10 MARKS**

**INSTRUCTIONS:**

There are 10 questions in this section please answer them all. Each item has four possible responses numbered A, B, C and D, Read each item carefully then write the best possible answer in the answer booklet.

1. What does the school as an organisation mean?
  - A. An organisation with a single aim of passing
  - B. An organisation of different types of activities of a school
  - C. An organisation within every village
  - D. An organisation with a structure
  
2. Identify the primary goal of a school;
  - A. Effective learning across the curriculum
  - B. Effective and efficient learning
  - C. Effective communication in learning processes
  - D. Effective teaching and learning
  
3. Which of the following is the most important role of the School Head?
  - A. Instructional leadership
  - B. Management
  - C. Administrative leadership
  - D. Procurement



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4. Who among the following arouse member's personal commitment to the effort to drive the vision of an institution?
  - A. Workers
  - B. Managers
  - C. Leaders
  - D. Employer
  
5. Which of the following organisational structure is associated with autocratic leadership style?
  - A. Professional
  - B. Bureaucratic
  - C. Democratic
  - D. Unprofessional
  
6. Which leadership theories emphasises individual and intellectual stimulation of learners
  - A. Great man
  - B. Trait
  - C. Traditional
  - D. Inspirational
  
7. It is not a basic element of instructional leadership.
  - A. Visible presence
  - B. Supervising teaching
  - C. Defining the school mission
  - D. Monitoring learner progress



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8. How can a School Head mismanage resources?
- A. Obtaining the resources
  - B. Biannual stock-taking system
  - C. Creating effective stock-taking system
  - D. Maintaining the resources
9. Which of the following strategies does the School Head not use to communicate the school vision?
- A. Price giving ceremony
  - B. Morning assemblies
  - C. Regular staff meetings
  - D. An open-door policy
10. They are all areas of management except;
- A. Personal issues
  - B. Parent concern
  - C. Motivation
  - D. Classroom management



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**SECTION B: MATCHING**

**10 MARKS**

**INSTRUCTIONS:** Match the statement in column A with words that best describes them in column B. Place the letter from column B next to the number of the statement that it best describes.

Column A - Statements	Column – B - Words
1. A frame work with in which decisions are made and executed, lines of authority are defined, communication is channelled, and institutional intent is made graphic is a _____ <span style="float: right;">D</span>	A. Curriculum
2. It is one of the aspects to be considered to make the school an effective one _____	B. Trait
3. In _____ leadership style members are given complete freedom <span style="float: right;">K</span>	C. Engagement
4. _____ <span style="float: right;">E</span> is one of the dimensions of the school as an organisation	D. Instructional leadership
5. _____ is a process where School Heads immerse themselves in teaching and learning programmes of the school	E. Organisational structure
6. _____ is described as a subject matter, content, planned activities, school-directed experiences and individual experiences	F. Learners and teachers
7. _____ is a traditional leadership theory.	G. Controlling
8. _____ is one of the <del>recourses</del> <span style="float: right;">resources</span> available in a school	H. Culture
9. _____ is one of the classical management function	I. Monitoring instruction
10. The instructional leadership role of the School Head will include _____	J. Syllabus
	K Laissez-faire



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**SECTION C: STRUCTURED**

**20 MARKS**

**INSTRUCTIONS**

Answer ALL questions in this section in the answer booklet provided

1. Define a school as an organisation. (2 marks)
2. Differentiate between the following theories. (8 marks)
  - A. Great man and contingency
  - B. Transactional and transformational
3. Explain the concept instructional leadership in a school set up. (2 marks)
4. Describe what the School Head does when executing the following roles (4 marks)
  - A. Defining the school mission
  - B. Managing the instructional programme
5. Explain in two (2) ways how a School Head could monitor curriculum instruction. (4 marks)



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**SECTION D: CASE STUDY 1**

**20 MARKS**

**INSTRUCTIONS:**

This section consists of one compulsory essay. Answer it in the answer booklet provided

Mr Jones is the School Head of River Valley primary school. He crafts the school vision, mission, and aims alone. He does not involve other stake holders in decision-making and policy formulation. Mr Jones emphasises the school needs. The school policy is rigidly applied. The cases of indiscipline among teachers and students are alarming.

1. State the leadership style used by Mr Jones (1 Marks)
2. Elaborate on any two (2) characteristics of the leadership style used by Mr Jones. (4 Marks)
3. Explain any two (2) advantages and disadvantages of the laissez-faire leadership style (8 Marks)
  - a) Advantages
  - b) Disadvantages
4. Describe any three (3) ways Mr Jones leadership style could help the school achieve its objectives. (6 marks)
5. State any advantage of involving group members in decision making (1 mark)



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**SECTION E: ESSAY QUESTIONS**

**TOTAL MARKS (40 marks)**

**INSTRUCTIONS:**

In not less than **one and half pages** and **Not more than two pages** Choose and answer any **TWO (2) questions** in this section.

**Question 1**

**(20 marks)**

Describe any four (4) obstacles School heads face in executing their duties

**Question 2**

**(20 marks)**

Describe any four (4) aspects that need to be considered to make the school a motivating one.

**Question 3**

**(20 marks)**

You have been teaching in Maremo Primary School for five years now, discuss your experience with the laissez-Faire leadership the school is subjected to.