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CURRENT SOLVED PAPER 2021 FINAL TERM

23 QUESTIONS

1. What is Job enlargement?

Job Enlargement is the horizontal expansion of a job. It involves the addition of tasks at the same level of skill and responsibility. It is done to keep workers from getting bored. It is different than job enrichment.

Examples: Small companies may not have as many opportunities for promotions, so they try to motivate employees through job enlargement. Beside that if there is shortage or suffering from dearth of staff, in such case additional duties and responsibilities would be added to available employees which amount to job enlargement.

- increases the variety of tasks a job includes
- quality or the level of challenge of those tasks remains same
- reduces monotony
- as employee's boredom decreases, employee's quality of work increases

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The definition of job enlargement is adding additional activities within the same level to an existing role. This means that a person will do more, different activities in their current job. For example, an employee who will now also manage her own planning where this was formerly done by her manager.

2.What is supervision

Supervision is said to be a relationship between senior and junior member of a profession that:

- is evaluative,
- extends over time,
- serves to enhance the skills of the junior person, and
- monitors the quality of the services offered by the junior person

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Supervision is a process of facilitating the professional growth of a teacher, primarily by giving the teacher feedback about classroom interactions and helping the teacher make use of the feedback in order to make teaching more effective.

Supervision is a process that involves a manager meeting regularly and interacting with worker(s) to review their work. It is carried out as required by legislation, regulation, guidance, standards, inspection requirements and requirements of the provision and the service

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3.What is change 2 marks

- To make the form, nature, content, future course etc. of something different from what it is or from what it would be if left alone.

4.What is line communication structure

Line

- Communication is restricted only to certain group members – all are connected
- Member satisfaction is better than wheel
- Moderately effective for both simple and complex tasks
- Leader is not clear

5.What is scope of educational administration

- The scope of EA is quite widespread
- It includes all types of activities that take place in the field of teaching-learning task
- Administration must first conceive all round development of education and then ensure the maximum development

1. Planning: an activity which leads to future course of action

Tt ensures:

(i) Recognition of goals

(ii) Proper use of resources

(iii) Prevention of wastage, overlapping and haphazard efforts

(iv) Definiteness and orderly execution

2. Budgeting: quantitative expression of a plan for a defined period of time

- A process of giving an estimated account of revenues and expenditures
- Expresses strategic plans of the org.'s activities or events in measurable terms

3. Organizing: systematic arrangements of:

(i) Material equipment

Buildings, furniture, libraries, laboratories, workshops, etc. to supplement learning

(ii) Human equipment

All persons involved in teaching-learning situations to contribute – students, teachers, HM…

4. Communicating

- Includes all the means, both formal and informal, by which information is passed up, down, and across the network of bosses, managers and staff
- Internal comm. is vital for relations and getting the job done – external is critical for survival

5. Coordinating

"Task of inter-relating various parts of the work".

- Division of labor exists in the working of an org
- As such, overall work is divided in components
- Each component is a responsibility of an individual or a group
- Coordination needed for goal accomplishment

6. Controlling

- Ongoing activity to verify whether things are progressing as planned
- Goals are expected to be achieved as specified in time, quantity, place, etc.
- Necessary to ensure compliance with set plans and curb/ restrain deviation–use authority

7. Decision making

- Reaching a judgment or conclusion regarding an issue

- Org. decision making is an institutionalized process – end product of combined efforts of people at diverse levels
- Decision is made from alternatives submitted to the decision maker

8. Staffing

- Whole personnel function of bringing in and training the staff, and maintaining positive work conditions
- Includes recruitment, dismissal, resignation, and retirement, staff health, safety and welfare, training, salary and wages, etc.
- The manpower needs

6.What is key reasons of budgeting

Goals: set a map for the future.

Effective Evaluation: goals broken into objectives/ time blocks, allow performance assessment

Compel Managers: to think and plan ahead.

Communication & Unity in the organization: goals have to be conveyed, people convinced and performance quantified.

Restrict expenditure: develop ability to limit how much money is spent on certain operations

Ensure that capital is not wasted on unessential items or the company does not overpay for economic resources used in the business

7.What is Herzberg's main factor of satisfaction

Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

These factors are:

Motivators: Which can encourage employees to work harder.

Hygiene factors: These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.

What is Two Factor Theory?

Herzberg's Theory of Motivation tries to get to the root of motivation in the workplace. You can leverage this theory to help you get the best performance from your team.

The two factors identified by Herzberg are motivators and hygiene factors.

1. Motivating Factors

The presence of motivators causes employees to work harder. They are found within the actual job itself.

2. Hygiene Factors

The absence of hygiene factors will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job.

The impact of motivating and hygiene factors is summarized in the following diagram. Note that you will often see motivators referred to as factors for satisfaction, and hygiene factors referred to as factors for dissatisfaction

8.why we make a decision

- identify the main cause for the need to make a decision.
- this is a critical step
- only one option is to be selected from the list which is already cut down into the most promising and applicable choices after evaluation
- all implications must be made known to all the people involved

9.what are main forms of conflict

Two main forms:

Substantive conflict dissent over goals, resources, rewards, policies, procedures, and job assignments.

Emotional conflict feelings of anger, distrust, dislike, fear and resentment, as well as relationship problems

10. Difference between usual communication and organizational communication

It is the process by which activities of an organization are collected and coordinated to reach the goals of both individuals and the organization In simple terms:

- it is the information flow that happens in an organization but the flow of information is based on a structure, direction and process

11. Common barriers of communication

- The use of jargon: over-complicated, unfamiliar and/or technical terms.
- Emotional barriers & taboos: some people may find it difficult to express their emotions and some topics may be completely 'off-limits' or taboo.
- Lack of attention, interest, distractions, or irrelevance to the receiver
- Differences in perception and viewpoint
- Physical disabilities such as hearing problems or speech difficulties
- Not being able to see the non-verbal cues, gestures, posture and general body language
- Expectations and prejudices which may lead to false assumptions or stereotyping
- Cultural differences

12. Define legitimate power and reward power

Legitimate Power

- comes from having a position of power in an organization, such as being the boss or a key member of a leadership team
- if a person rises in power, subordinates must believe s/he deserves it; otherwise it will be a bad move

Reward Power

- reward power is indicated through rewarding individuals for compliance with leader's wishes.
- this may be done through giving bonuses, raises, a promotion, extra time off from work, etc.

13. Define organization control

Organizational control refers to processes by which agents are able to establish and maintain control over an organization. It comprises the strategic planning process as well as methods and devices that make other agents' behaviors consistent with objectives.

There are 3 types:

1. Feed-forward

- The preliminary or preventive control
- Anticipates problems

- Focus is on input

2. Concurrent

- Solves problems as they occur
- Focus is ongoing processes
- Assesses current work activities, relies on performance standards
- Aims to ensure that work activities produce the correct results

3. Feedback

- Solve problems after their occurrence
- Focuses on the organization's outputs
- Also called post-action or output control

14. Define interpersonal conflict

Interpersonal conflict refers to a conflict between two individuals.

- Varied personalities may result in incompatible choices and opinions.
- A natural occurrence, can eventually help in personal growth or developing relations with others.

15. What is work group and team

- next 2 slides show main differences between work groups and teams
- as you can see, work groups have strong individual focus and teams have strong collective focus
- individual is not lost in a team – instead his work is coordinated to fit in with the greater good

Work Groups	Teams
Accountability: individual	individual and mutual
Come together: to share information and perspectives	for discussion, decision making, problem solving, and planning.
Focus: on individual goals	on team goals
Produce: individual work products	collective work products

Work Groups	Teams
Define: individual roles, responsibilities, and tasks	individual roles, tasks and responsibilities, to help team do its work; often share and rotate them
Concern: with one's own outcome and challenges	with outcomes of everyone and challenges the team faces
Purpose: goals, approach to work shaped by manager	goals, approach to work shaped by team leader with team members

- tables indicate that teams meet more often than traditional work groups
- work groups meet periodically to hear and share information
- teams do much more than communicate when they meet
- team leadership is participatory

16. Explain educational administration.

"The systematic arrangement of human and material resources and programs that are available for education, and carefully using them systematically within defined guidelines or policies, to achieve educational goals" (Nwanko 1987).

Educational Administration (EA) is connected with:

o educational management, conduct, operation, and management of whole educational operation from conceptual framework to line of action is concerned with the efficiency and commitment that the available manpower puts together to help in goal realization adopts practical measures to ensure the work system assists educational process, & meets with the set goals and objectives

17. What is total quality management. 5 marks

What is quality?

"Meeting and exceeding the implied and stated needs of the customer"

Who is a customer?

(Also called client) is the recipient of a good, service, product, or idea, obtained from a seller, or supplier for monetary or other consideration of value

- **external customer**: the end user
- **internal customer**: other divisions of the company that receive the processed product

Customer satisfaction?

A measure of how products and services supplied by a company meet or surpass customer expectations

What is TQM?

- The integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services

- A preventive culture to get things done right the first time

Total

- Made up of the whole

Quality

- Degree of excellence a product/ service provides

Management

- Act, art or manner of planning, controlling, and directing

TQM is the art of managing the whole (org) to achieve excellence

18. Differentiate between Intrapersonal conflict Intragroup conflict?

Intrapersonal conflict

Occurs within an individual - the experience takes place in the person's mind

- Psychological, involves individual's thoughts, values, principles and emotions.
- Inability to read inner struggles can make it quite difficult to handle

Intragroup conflict

Happens among individuals within a team

- **Cause**: incompatibilities and misunderstandings among these entities
- Within a team, can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team

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Interpersonal conflict refers to a conflict between two individuals.

- Varied personalities may result in incompatible choices and opinions.
- A natural occurrence, can eventually help in personal growth or developing relations with others.

Intergroup conflict

When misunderstanding arises among different teams within an org.

- Due to the varied sets of goals and interests of these different groups
- Or a rivalry in resources
- Or the boundaries set by a group to others which establishes their own identity as a team

19. Define decision making? 2

- "An institution is intended to represent the good of its stakeholders". (Brower and Balch, 2005)
- In transformational decision making the decision reflects on the common good but not the individual good.

Meaning

- the process of selecting one alternative from among a number of alternatives available
- it is needed only when there are options
- if there is only one way of doing a task, there is nothing to decide

Definition

- **Haynes and Massie**

"Decision-making is a process of selection from a set of alternative courses of action which is thought to fulfill the objective of the decision-problem more satisfactorily than others" (1961)

Definition

- **George Terry**

"Decision-making is selecting an alternative, from two or more alternatives, to determine an opinion or a course of action" (1961)

20. What is rational of transactional leadership? 2

Transactional leadership or transactional management is the part of one style of leadership that focuses on supervision, organization, and performance; it is an integral part of the Full Range Leadership Model. Transactional leadership is a style of leadership in which leaders promote compliance by followers through both rewards and punishments.

Transactional leadership was first described by Max Weber in 1947 and than by Bernard Bass in 1981.

- Used most often by the managers.
- Focuses on the basic management process of controlling, organizing and short term planning.
- Transactional leadership is based on the premise that:

People are motivated by reward and punishment.

Social systems work best with a clear chain of command.

- Transactional leader works through creating well defined structures and makes it clear as to:

What is required f their subordinates and the reward what they get for following orders.

Punishments are not well mentioned, at times not even mentioned, yet they are well-understood and formal systems of discipline are usually in place.

21. What is job rotation? 2

- assigns people to different jobs or tasks to different people on a temporary basis
- adds variety and brings people to realize the jobs' interdependency
- renews interest and enthusiasm and encourages higher levels of contributions

22. Define monetary and non-monetary rewards? 5

Monetary Rewards

- reward workers for excellent performance through money
- include increase in pay, profit sharing, bonuses, staff discounts, company shares, etc.
- these have traditionally helped maintain a positive environment for staffs (Kepner, 2001).

Non Monetary rewards

Reward works for excellent performance through opportunities

Include flexible work hours, training, vocation, pleasant work environment, car, free health care, etc.

23. Define financial management? 3

The efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization

- specialized function directly associated with the top Management