



MACHAKOS UNIVERSITY

University Examinations 2019/2020 Academic year

SCHOOL OF EDUCATION

DEPARTMENT OF EDUCATION MANAGEMENT AND CURRICULUM STUDIES

AUGUST SESSION EXAMINATION FOR

DOCTOR OF PHILOSOPHY IN EDUCATION

EMP 905: LEADERSHIP: FROM THEORY TO REFLECTIVE PRACTICE

DATE: SCHOOLBASED

TIME:

INSTRUCTIONS

- 1) Answer Question ONE and any other THREE questions
- 2) Do not write on the question paper

QUESTION ONE (15 MARKS)

- a) With a focus on task and people oriented leadership, explain any four leadership behaviours that a school manager may display (8 marks)
- b) “Many challenges inhibit female Principals from realizing their full leadership potential”
Validate the statement with relevant examples (7 marks)

QUESTION TWO (15 MARKS)

- a) Outline any SIX characteristics of the traditional leadership approach (6 marks)
- b) By the use of relevant examples from a school situation, explain the following traditional approaches to leadership
 - i) The trait approach (3 marks)
 - ii) Behavioral approach (3 marks)
 - iii) Contingency Approach (3 marks)

QUESTION THREE (15 MARKS)

- a) Compare and contrast the theoretical perspectives of the traditional and emerging leadership approaches (5 marks)
- b) By the use of examples from a secondary school situation, discuss any FIVE styles of situational leadership (10 marks)

QUESTION FOUR (15 MARKS)

- a) Explain any FOUR steps that an educational manager can follow in order to enhance his/her transformational leadership skills (8 marks)
- b) “Transactional leadership may not be practicable in educational institutions”. Argue for and against the statement (7 marks)

QUESTION FIVE (15 MARKS)

- a) Explain the strategies that can be used to address any FIVE diversity concerns in an educational institution (10 marks)
- b) “Team building for teachers is a waste school resources”. Comment on the statement with relevant examples (5 marks)