MACHAKOS UNIVERSITY

University Examinations for 2024/2025 Academic Year

SCHOOL OF EDUCATION
DEPARTMENT OF EDUCATIONAL MANAGEMENT & CURRICULUM STUDIES

FIRST YEAR FIRST SEMESTER EXAMINATION FOR MASTER OF EDUCATION MANAGEMENT DEGREE

EMP810: HIGHER EDUCATION ADMINISTRATION

DATE: 17TH JANUARY, 2025 **TIME: 9.00 AM – 12.00 PM**

INSTRUCTIONS:
*Answer question **ONE (Compulsory)** and **any other THREE** questions*

QUESTION ONE (COMPULSORY) (15 MARKS)

a) By use of relevant examples, explain how the following classical theories have been applied in higher education institutions in Kenya.

i) The Scientific management (5 marks)

ii) Bureaucratic management (5 marks)

b) "The administrators of public universities in Kenya have to address a number of challenges if the institutions have to thrive in the 21st Century". Validate the statement with five relevant examples. (5 marks)

QUESTION TWO (15 MARKS)

a) The government of Kenya has made major initiatives to impress on Kenyan youth to embrace Technical and Vocational Education (TVET). However, the idea seems not to have been embraced.

i) Explain any **five** possible reasons for the resistance. (5 marks)

ii) For each of the reasons in a (i) above, suggest a possible solution. (5 marks)

b) The organizational structure of higher education institutions in Kenya is a cause of inefficiency. Discuss this statement with **five** relevant examples. (5 marks)

QUESTION THREE (15 MARKS)

a) Using relevant examples, explain any **four** sources of funds for higher education institutions in Kenya. (4 mark)

b) Explain the process of budgeting for financing of higher education institutions in Kenya. (5 marks)

c) Discuss **three** challenges in financing higher education and its impact on the institutions. (6 marks)

QUESTION FOUR (15 MARKS)

a) Citing relevant examples, explain **four** types of biases managers may commit while appraising staff in a university. (4 marks)

b) Discuss **three** types of appraisal tools a university may use in appraising its staff. (6 marks)

c) Employees' stress is a growing concern for organizations today. Explain **five** factors that would lead to stress among individuals in a university set-up. (5 marks)

QUESTION FIVE (15 MARKS)

a) Effective grievance management is an essential part of personal management. Discuss five approaches the vice-chancellor would adapt to manage grievances in a university. (5marks)

b) Citing relevant examples discuss five problems vice-chancellors are facing in managing universities. (5 marks)

c) "A sure way to ensure that the rhetoric of CSR meets the reality of tangible results is by making each employee a stakeholder in the overall process" Discuss this statement citing **five** relevant examples. (5 marks)