



DIPLOMA IN EDUCATION MANAGEMENT EXAMINATION
PAPER 2: TRANSFORMING EDUCATION MANAGEMENT

TIME: 2 HOURS

DATE: 6th August, 2019

INSTRUCTIONS

This paper consists of **TWO** sections

Answer **ALL** the questions in **SECTION A**

Answer any **THREE** questions from **SECTION B**

Answer all the questions in the answer booklet provided

Use of mobile phones in the examination room is prohibited

SECTION A (COMPULSORY)- 40 MARKS

ANSWER ALL QUESTIONS IN THIS SECTION

1.
 - (a) Explain the **two** dimensions used to determine the adoption of leadership style **(4marks)**
 - (b) Apart from idealized influence, describe the **three** other dimensions of transformational leadership **(6marks)**
2. Read the dialogue below and answer the questions that follow.

Laura “Did you understand the content of the memo that was sent to us by the Principal on Monday?” Paul said, “The memo was too long that I did not finish reading it.” Laura remarked, “It had too many issues to the extent that it was difficult to understand what was in the Principal’s mind. “Have you heard that very soon a biometric devise and a CCTV camera will be installed to monitor our movement?” asked Paul. “But we are responsible adults, we don’t need the gadgets.” Laura remarked; Paul

added, “But recently, he indicated that the manual register is sufficient!” Both Paul and Laura felt that the Principal should call a staff meeting urgently to discuss the memo.

- (a) Citing examples from the dialogue, identify **three** communication barriers between the Principal and the members of the teaching staff **(6marks)**
 - (b) Outline **four** aspects of the importance of effective communication in an organization **(4marks)**
3. School management and administration involves effective implementation of school programmes. Good management practices also include proper record keeping, performance contracting and staff appraisal.
- (a) Identify **four** records that should be maintained in a school **(4marks)**
 - (b) (i) Outline **two** uses of Teacher Professional Appraisal Development Tool (TPAD) **(2marks)**
(ii) State **four** challenges that Educational Institutions face in the implementation of the appraisal tool **(4mks)**
4. The Teacher Service Commission has appointed you to head a school whose performance has been dismal for the last five years. During the first staff meeting with the teachers, you establish that their morale is low, the BOM has not been meeting, parents do not attend meetings when invited to do so and students’ indiscipline is a major challenge.
- (a) State **four** public relations strategies that can help you in addressing the crisis in the school **(4marks)**
 - (b) Using Kotter’s model guidelines on change management, explain how you would apply the following to initiate change in the school.
 - (i) Building the guiding team **(2marks)**
 - (ii) Empower action **(2marks)**
 - (iii) Don’t let up **(2marks)**

SECTION B - 60 MARKS

ANSWER ANY THREE QUESTIONS IN THIS SECTION

5. The Ministry of Education has recently rolled out the Competency Based Curriculum (CBC) from pre-primary on (PPI) to Grade 3. As part of Action Plan, the TSC has planned for a training programme in your Sub-County in order to build capacity of the teachers on how to effectively implement the new curriculum. However, some teachers have shown resistance to the change but majority are for the change.
- (a) Describe the three strategies that the TSC can use in effecting the change **(6marks)**
 - (b) Explain the likely reasons why:
 - (i) Some teachers may be opposed to the curriculum change **(2marks)**
 - (ii) Some teachers may support the curriculum change **(2marks)**
 - (c) (i) Explain **three** effects of resistance to the implementation of the curriculum **(6marks)**
 - (ii) Outline **four** ways of handling resistance to change **(4marks)**
6. Mr. Mawingu, an Education Manager intends to form an effective team to assist him run a project from its initial stage to completion.
- (a) Using Bruce Tuckman's Mode (1965), describe the **five** stages of team development **(10marks)**
 - (b) Explain **three** strategies that Mr. Mawingu could employ to energize the team **(6marks)**
 - (c) Identify **four** causes of conflict in a school setting **(4marks)**
7. For the last three days, the gates of Kijiji Primary School have remained closed as parents withdraw their children from class demanding immediate transfer of the headteacher. They marched into the school compound threatening to chase away all the teachers, claiming that the teachers have been reporting to school late, denying pupils ample time to

study. They also accuse the headteacher of high headedness against the children and the parents who attempted to question the teachers' non-performance.

(a) In view of the above, explain the meaning of the following concepts in relation to effective customer care.

(i) Customer Relationship Management **(3marks)**

(ii) Customer friendly Service **(3marks)**

(b) Describe **four** strategies that the headteacher could employ in managing the parents' complaints **(8marks)**

(c) Explain how the headteacher would handle the following categories of difficult parents:

(i) Know-it-all **(2marks)**

(ii) Angry **(2marks)**

(iii) Indecisive **(2marks)**

8. Performance Management is considered to be a means of getting better results by understanding and managing performance within an agreed framework of planned goals.

(a) Outline **four** objectives of Performance Management **(4marks)**

(b) Describe the following key elements of Performance Management.

(i) Planning **(2marks)**

(ii) Monitoring **(2marks)**

(iii) Analysing **(2marks)**

(c) Information Technology has historically played an important role in the re-engineering of organizations.

(i) What is meant by the term re-engineering? **(2marks)**

(ii) Explain **four** ways in which Information Technology has been a major enabler of re-engineering Education Institutions **(8marks)**



**DIPLOMA IN EDUCATION MANAGEMENT EXAMINATION
PAPER 2: TRANSFORMING EDUCATION MANAGEMENT**

TIME: 2 HOURS

DATE: 19th July, 2021

INSTRUCTIONS

This paper consists of **TWO** sections
Answer **ALL** the questions in **SECTION A**
Answer any **THREE** questions from **SECTION B**
Answer all the questions in the answer booklet provided

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SECTION A (COMPULSORY)- 40 MARKS

ANSWER ALL QUESTIONS IN THIS SECTION

1. Mr. Kasina, the Principal of Yatwa School was recently promoted to be the Principal in the School following the retirement of Mrs. Kangwen. Discuss **five (5)** principles of management which Mr. Kasina can apply to become successful in the new office **(10 marks)**
2. Teachers are faced with an increasing number of challenges as they strive to improve on teaching and learning in their Educational Institutions. Discuss **five (5)** leadership skills that could be utilized to ensure effective teaching and learning **(10 marks)**

3. School Principals of the 21st Century must change their leadership styles because of the different categories of students and teachers they have to deal with.
- (a) Give **five (5)** reasons why you would adopt servant leadership style in your Institution **(5 marks)**
 - (b) Explain **five (5)** principles of servant leadership and provide examples of specific ways school principals can apply them in the schools **(5 marks)**
4. All stakeholders in education are interested in the effective running of schools which translate into good performance of the students. It is therefore important to ensure that the school's mission and vision are well-aligned in the School Strategic Plan.
- (a) Explain **five (5)** benefits of a vision in the school **(5 marks)**.
 - (b) Briefly explain **five (5)** major steps followed in developing a school Strategic Plan **(5 marks)**.

SECTION B - 60 MARKS

ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION

5. Damaris, a student in Dakuni School was suspended by the Principal for fighting and abusing her classmate. The father gets the suspension note from his daughter and immediately closes his hardware business and drives to the school. Upon his arrival at the school, he hoots loudly and recklessly at the school gate and the security guard opens the gate. Upon being given the visitors book to sign, he throws it at the guard. He then drives into the school compound and immediately starts yelling at the teachers along the corridors while heading to the Principal's Office.

On arrival at the Principal's office, he uncourteously gets into the office, before knocking at the door and getting clearance from the secretary. He shouts at the Principal that he has paid all the term's fees and there is no reason why the Principal had to suspend his daughter despite the case against her.

- (a) Describe the procedures the Principal would use in handling this case **(4 marks)**

) Discuss how Education Managers should handle difficult stakeholders exhibiting the following behaviours.

- (i) Talkative **(4 marks)**
- (ii) Know it all **(4 marks)**
- (iii) Indecisive **(4 marks)**
- (iv) Skeptical/doubtful **(4 marks)**

rs. Katilu, a Head Teacher at Furaha School attended a workshop on transforming Education Management. She has been in the school for the st four (4) years and she realized that the workshop was timely with the hool's low academic performance.

-) Discuss **five (5)** possible cases of decline in the school's performance **(10 marks)**
-) Explain five **(5)** ways in which a transformative leader can reverse the declining performance in the school **(10marks)**

s a practice in Bado Day School, parents are invited to the school during e Academic Day to discuss the individual student's performance with the relevant subject teachers. The school is located in a remote area within Yetu County.

n Friday as the students were released for the weekend, they were each sued with a six paged 'comprehensive letter inviting their parents to attend a scheduled Academic Day on a Monday. On the actual day, the tendance of parents was quite poor as many parents did not turn-up.

-) Discuss **five (5)** possible causes of the poor turn-up **(10 marks)**
-) Explain **five (5)** strategies that can be used to promote effective communication **(10 marks)**

ir. Leo has been posted as an Education Officer in Nyamuok County hich has diverse cultures. He is determined to eradicate negative hnicity and social oppression of all forms in the County schools. He ould like to include members of diverse cultures in Education Matters. e would like them to feel that the Government values diversity and nbraces divergent views.

ir. Leo is benchmarking on best practices for handling workforce iversity and policies that could help him address the workforce diversity

- (a) Discuss **five (5)** possible challenges Mr. Leo is likely to encounter as he seeks to create a working environment where all people are valued **(10 marks)**.
- (b) Discuss **five (5)** measures that he can utilize to overcome each of the named challenges that you have identified in(a) above **(10marks)**.



**DIPLOMA IN EDUCATION LEADERSHIP AND MANAGEMENT
EXAMINATION**

**PAPER 2: TRANSFORMING EDUCATION LEADERSHIP AND
MANAGEMENT**

TIME: 2 HOURS

DATE: 19th September, 2022

INSTRUCTIONS

This paper consists of **TWO** sections

Answer **ALL** the questions in **SECTION A**

Answer any **THREE** questions from **SECTION B**

Answer all the questions in the answer booklet provided

Use of mobile phones in the examination room is prohibited

SECTION A (COMPULSORY)- 40 MARKS

ANSWER ALL QUESTIONS IN THIS SECTION

1. The Basic Education Act (2013) requires the Board of Management of every Public School to develop a Strategic Plan for the Institution laying out its goals, development plans, and resource generation details. The Strategic Plan of the Institution details various elements such as the Institution's Vision, Mission, Values, and strategic objectives.
 - (a) Explain **two (2)** aims of a Mission Statement in a Strategic Plan of an Institution of Learning **(4 marks)**
 - (b) Describe **three (3)** steps involved in the drawing of a Strategic Plan **(6 marks)**

2. School Management and Administration involve effective implementation of schools programmes. Good management practices also include proper Record-keeping, Performance Contracting and Staff Appraisal.
- (a) Highlight **four (4)** records that should be maintained in a school **(4 marks)**
 - (b) Outline **two (2)** uses of Teacher Professional Appraisal Development Tool (TPAD) **(2 marks)**
 - (c) State **four (4)** challenges that Educational Institutions face in the Implementation of the appraisal tool **(4 marks)**
3. Building relationships is one of the components of good leadership. Research has shown that if school management spend more time in building relationships with students, teachers, parents, and community members, test scores would rise, and discipline cases would be minimized. As an educator: -
- (a) Explain how you would use the following management relationship skills.
 - (i) Public Relations **(2 marks)**
 - (ii) Conflict Management **(2 marks)**
 - (b) Describe **three (3)** techniques that you would apply in mentoring learners in a school **(6 marks)**
4. Mrs. Amani was posted as a Head teacher of Furaha School which is in one of the largest Counties in the Country. The school is deteriorating in terms of performance in both curricula and co-curricular activities. There is a strong and militant trade union that has a strong hold over the staff including militant union agents who regularly threaten the management of the school. There are inter-ethnic rivalries among the teachers and students. The situation is very serious and the previous head teachers had opted out within a short time.
- (a). Explain **five (5)** ways in which Amani could convert Furaha School from a low performing school into a well-disciplined and high performing school achieving high growth in key result areas **(10 marks)**

SECTION B - 60 MARKS

ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION

5. Networking is the ability to find and nurture relationships with people and groups within and outside the immediate workplace including people higher up in the organization hierarchy.
- (a) Give **three (3)** ways in which a school leader can build sustainable networks **(6 marks)**
 - (b) Explain **four (4)** benefits of building sustainable networks between your school, the neighbouring schools, and the community **(8 marks)**
 - (c) Emotional intelligence can be defined as the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior (Goleman, 2008). Explain three (3) ways in which high emotional intelligence influences the performance of a school leader **(6 marks)**.
6. Performance Management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year. This is done through setting yearly targets for staff members to work towards.
- (a) Outline **four (4)** objectives of Performance Management **(4 marks)**
 - (b) Describe the following elements of Performance Management
 - (i) Planning **(2 marks)**
 - (ii) Monitoring **(2 marks)**
 - (iii) Analyzing **(2 marks)**
 - (c) Using relevant examples, explain how you would carry out Performance Management in your Learning Institution **(10 marks)**
7. A Customer Service Charter (C.S.C.) is an agreement of what an organization promises to do to satisfy its customers. It describes the level of service a customer can expect from an organization.
- (a) Identify **four (4)** customer care principles required for developing a Customer Service Charter (CSC) **(4 marks)**
 - (b) Explain **four (4)** benefits of keeping a Customer Service Charter in a school **(8 marks)**
 - (c) As an educator, discuss **four (4)** strategies that you would use in handling customer complaints in a school **(8 marks)**

8. The Ministry of Education has recently rolled out the Competency Based Curriculum (CBC) from the pre-primary on PPI to Grade 3. As part of Action plan, the TSC has planned for a training programme in your sub-county in order to build capacity of the teachers on how to effectively implement the new curriculum. However, some teachers have shown resistance to the change but majority are for the change.
- (a) Describe three (3) strategies that the TSC can use in effecting the change **(6 marks)**
 - (b) Explain the likely reasons why;
 - (i) Some teachers may be opposed to the curriculum change **(2marks)**
 - (ii) Some teachers may support the curriculum change **(2 marks)**
 - (c) (i) Explain three (3) effects of resistance to the implementation of the curriculum **(6 marks)**
 - (iii) Outline **four (4)** ways of handling resistance to change **(4marks)**
9. When Mrs. Tausi was promoted to manage Roho Safi School, she started holding a series of meetings with both the teaching and non-teaching staff to improve relationships among her staff, She installed a suggestion box for use by staff to air their grievances and propose possible solutions. In addition, she wrote a memo instructing the Heads of Departments to be submitting all professional documents to her office on weekly basis. She further introduced attendance registers for staff to sign at 8.00am and 4.30pm to improve communication and information sharing among the teaching staff. She recommended that Heads of departments meet regularly.
- (a) Describe three (3) types of communication that Mrs. Tausi is using to build relationships in the school **(6 marks)**
 - (b) Highlight two (2) possible causes of poor communication in Roho Safi School **(2 marks)**
 - (c) Identify the leadership style that Mrs.Tausi has employed in managing her staff **(2 marks)**
 - (d) Using relevant examples from the case described above, discuss five (5) advantages of the Leadership style used by Mrs. Tausi **(10 marks)**



**DIPLOMA IN EDUCATION LEADERSHIP AND MANAGEMENT
EXAMINATION**

**PAPER 2: TRANSFORMING EDUCATION LEADERSHIP AND
MANAGEMENT**

TIME: 2 HOURS

DATE: 16th January, 2023

INSTRUCTIONS

- Answer **ALL** the questions in **SECTION A**
- Answer any **THREE** questions from **SECTION B**
- Answer all the questions in the answer booklet provided

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| SECTION A (COMPULSORY)- 40 MARKS |
| ANSWER ALL QUESTIONS IN THIS SECTION |
| ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION |

1.

- (a) With reference to Robbins (2005), describe **Three (3)** types of teams **(6 marks)**
 - (b) As a School Manager, identify **four (4)** characteristics that you would consider in selecting members of a team **(4 marks)**
- The Teachers Service Commission (TSC) has appointed you to head a school whose performance has been dismal for the last five years. During the first staff meeting with teachers, you established that their morale is low, the BoM has not been meeting, parents do not attend meetings when invited to do so and students indiscipline is a major challenge.

- (a) State **four (4)** public relations strategies that can help you in addressing the crisis in the school **(4 marks)**
- (b) Using Kotter's Model guidelines on change management, explain how you would apply any **three (3)** guidelines to initiate change in the school **(6 marks)**
3. All Stakeholders in Education are interested in the effective running of schools and good performance of students. As a result, it is important to ensure that school vision and mission are well aligned in the School Strategic Plan.
- (a) Explain **five (5)** benefits of a clear vision of a school **(5 marks)**
- (b) Explain **five (5)** major steps followed in developing a school Strategic Plan **(5 marks)**
4. School Principals of the 21st Century must change their leadership styles to handle different categories of students and teachers as they pursue improved performance.
- (a) Give **five (5)** reasons why you would adopt servant leadership style in your Institution **(5 marks)**
- (b) Explain **five (5)** characteristics of transformative leadership style **(5marks)**

SECTION A (COMPULSORY) - 40 MARKS

SECTION B - 60 MARKS

ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION

5. Mrs. Zawadi has been posted by Teachers Service Commission (TSC) as the new Manager for Ziwa School to help improve academic performance of the school which has deteriorated over the years. The school Board of Management (BOM) has promised to accord her all the necessary support to improve the performance. Mrs. Zawadi is confident and committed to providing performance oriented services. As part of the action plan, she intends to introduce a management tool to assign performance targets to all heads of departments and intends to cascade to the lower levels.

UNICEF in collaboration with the Ministry of Education (MoE) has organized a capacity building programme for schools on performance

management within the country. However, some staff members have shown resistance to the radical change but, majority are for change.

(a) Explain how Mrs. Zawadi would support members of staff who exhibit the following types of responses

(i) Denial (2 marks)

(ii) Commitment (2 marks)

(b) Describe three (3) ways that Mrs. Zawadi would use to handle resistance to change among the staff. (6 marks)

(c) Using Force Field Model of change;

(i) Describe three (3) driving forces that motivate Mrs. Zawadi to implement the action plan (6 marks)

(ii) Discuss two (2) strategies that Mrs. Zawadi is likely to adopt to achieve her objectives (4 marks)

6. The gates of Sokomoko Primary School have remained closed for the last one week as parents withdrew their children from class demanding immediate transfer of the headteacher. They marched into the school compound threatening to chase away all teachers, claiming they have been reporting to school late and denying pupils ample time to study. They also accused the headteacher of high handedness against the children and the parents who attempted to question the teachers' non-performance.

(a) Explain the meaning of the following concepts in relation to effective customer care:

(i) Customer Relationship Management (3 marks)

(ii) Customer Friendly Services (3 marks)

(b) Describe four (4) strategies that the headteacher could employ in managing the parents' complaints (8 marks)

(c) Explain how the headteacher would handle the following categories of difficult parents

(i) Know it all (2 marks)

(ii) Angry (2 marks)

(iii) Indecisive (2 marks)

7. Mr Simili, an Education Manager, intends to form an effective team to assist him in a project from its initial stage to completion.

(a) Using Bruce Tuckman's Model (1965), describe the five (5) stages of team development. (10 marks)

(b) Explain three (3) strategies that Mr Simili could employ to energize the team. (6 marks)

(c) Identify four (4) causes of conflict in a school setting. (4 marks)

8. Mr. Riziki, a headteacher at Pendana School attended a workshop on Transforming Education Management. She has been in the school for the last four years. With low academic performance in the school, she realized that the workshop was timely.

(a) Discuss five (5) possible causes of decline in the school's performance. (10 marks)

(b) Explain five (5) ways in which a transformative leader can reverse the declining performance in the school. (10 marks)

9. On Monday as students were released to go home after school, they were each issued with a six paged comprehensive letter inviting their parents to attend a scheduled academic day on a Friday. On the actual day, the attendance of the parents was quite poor.

(a) Discuss five (5) possible causes of the low parent turnout. (10 marks)

(b) Explain five (5) strategies that can be used to promote effective communication. (10 marks)

(i) Customer Relationship Management (3 marks)

(ii) Customer Friendly Services (3 marks)

(b) Describe four (4) strategies that the headteacher could employ in managing the parents' complaints. (8 marks)

(c) Explain how the headteacher would handle the following categories of difficult parents:

(i) Know it all (2 marks)

(ii) Angry (2 marks)

(iii) Indecisive (2 marks)