



## DIPLOMA IN EDUCATION MANAGEMENT EXAMINATION

### PAPER 3: EFFECTIVE RESOURCE MANAGEMENT

TIME: 2 HOURS

DATE: 7<sup>th</sup> 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. Institutional budgeting is a necessary requirement for prudent management of school resources. It is therefore apparent that for any Institution to effectively achieve its goals, a well thought out budget must be prepared and implemented.
  - (a) Explain **three** reasons for preparing a balanced budget **(6marks)**
  - (b) Explain the rationale for engaging key stakeholders in the school budget preparation process **(4marks)**
2. School based income generating projects are useful in contributing to the financial needs of schools.
  - (a) Discuss **three** challenges faced by education managers while undertaking income generating projects for schools **(6marks)**
  - (b) State **four** possible mitigation measures to the challenges **(4 marks)**

- 3.
- (a) Describe **three** financial management responsibilities of Education Managers **(6 marks)**
  - (b) Identify **four** reasons for preparation of trial balance **(4marks)**
4. Describe **five** steps in the process of developing a school strategic plan **(10 marks)**

**SECTION B - 60 MARKS**

**ANSWER ANY THREE QUESTIONS IN THIS SECTION**

5. An Education Manager has the responsibility to ensure that the procurement process follows the provisions of Public Procurement and Asset Disposal Act 2015.
- (a) Highlight **five** benefits of good procurement to schools **(5marks)**
  - (b) Describe any **five** methods of procurement provided for in the Public Procurement and Asset Disposal Act 2015 and regulations of 2006 that you would recommend for a Public School **(10 marks)**
  - (c) Explain **five** reasons why schools should conduct effective Procurement Planning **(5marks)**
6. Risk Management is a proactive attempt to recognize and manage internal events and external threats that affect the likelihood of an Institution's success.
- (a) Citing examples, discuss
    - i) internal risks in an Institution **(4marks)**
    - ii) external risks in an Institution **(4marks)**
  - (b) Discuss the risks that the Institutions which acquired school buses on credit are currently facing and how these risks could be managed **(12 marks)**

7.

- (a) Describe **five** common audit queries in the Institutions of learning **(10 marks)**
- (b) As a school Manager, identify five responses to the audit queries raised above **(10 marks)**

8. There is too much stress in our Institutions of learning today.

- (a) Identify **five** major causes of stress at the workplace **(10marks)**
- (b) Discuss how work related stress can be reduced in our Institutions of learning **(10 marks)**

9. The main objective of Performance Appraisal is to manage and improve employees performance

- (a) Discuss **four** possible reasons for the negative attitude towards performance appraisal in our Institutions of learning **(8marks)**

(b)

- (i) Discuss **three** effects of low teacher moral **(6marks)**
- (ii) Describe how the following motivation theories could applied towards improving staff morale in the Education Sector

(1)Hierarchy of needs **(2marks)**

(2)Motivation hygiene theory **(2marks)**

(3)Theory X and Theory Y **(2marks)**





## DIPLOMA IN EDUCATION MANAGEMENT EXAMINATION PAPER 3: EFFECTIVE RESOURCE MANAGEMENT

**OURS**

**DATE: 20<sup>th</sup> July, 2021**

**IONS**

consists of **TWO** sections

the questions in **SECTION A**

**THREE** questions from **SECTION B**

the questions in the answer booklet provided

**Mobile phones in the examination room is prohibited**

<p><b>SECTION A (COMPULSORY)- 40 MARKS</b>  <b>ANSWER ALL QUESTIONS IN THIS SECTION</b></p>
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Principal of Amani school shared the following budget for the year ended 31<sup>st</sup> October, 2020 during a training workshop. The Principal indicated that the experienced difficulties in implementing the budget. Study the budget and answer the questions that follow:

	2020 (Kshs)	2019 (Kshs)
	4,000.00	5,000.00
ity, Water & Conservancy	6,000.00	2,000.00
ransport and Travel	5,000.00	4,500.00
g Equipment and Stores (BES)	9,000.00	16,700.00
	3,500.00	2,500.00
ries	23,000.00	31,500.00
nd Any Other Revenue	7,000.00	8,000.00
	<b>57,500.00</b>	<b>70,200.00</b>
<b>Expenditure</b>		
	4,000.00	5,000.00
ty Water & Conservancy	6,000.00	2,000.00
rt and Travel	5,000.00	4,500.00
g Equipment and Stores (BES)	9,000.00	16,700.00
	3,500.00	2,500.00
ries	23,000.00	31,500.00
nd Any Other Expenditure	7,000.00	8,000.00
	<b>57,500.00</b>	<b>70,200.00</b>



- Critically analyze the budget for Amani School. **(2 marks)**
- Discuss any **two (2)** challenges hindering effective implementation of a school budget. **(4 marks)**
- Explain any **two (2)** possible solutions to the identified challenges hindering effective implementation of the balanced budget. **(4 marks)**

The following trial balance was extracted from the financial records and statement of Ushindi school for the year ended 31<sup>st</sup> December, 2020. Study the items that were posted in the debit and credit side and answer the questions that follow.

**Ushindi School Trial Balance as at 31<sup>st</sup> December, 2020**

Account Title	Debit Kshs	Credit Kshs
Cash	60,000.00	
Debtors (Accounts receivable)	40,000.00	
School office suppliers	20,000.00	
Office Equipment	60,000.00	
Bank Loan	40,000.00	
Creditors (Accounts payable)		40,000.00
Sales from Farm Cereals		98,000.00
Revenue from selling milk		54,000.00
Salaries expense		40,000.00
Water	7,000.00	
Electricity	5,000.00	
<b>Total</b>	<b>232,000.00</b>	<b>232,000.00</b>

Identify any **two (2)** accounts balances which were incorrectly posted in the trial balance. **(2 marks)**

Explain any **three (3)** reasons why Ushindi School prepared a Trial balance. **(3 marks)**

The Principal of Ushindi school carried out an analysis of the bank balances as shown by the cash book and bank balances as shown by the bank statement and noted a disagreement in the balances. Briefly explain any **five (5)** reasons which might have caused the disagreement between the cashbook and bank statement balances. **(5marks)**

**Study the case below and answer the questions that follow:**

Th pole school was requested by the Directorate of Schools Audit Services to prepare for a regular school auditing after closing the academic year on 31<sup>st</sup> December, 2019.

Explain **two (2)** roles of the school management in the auditing process **(2marks)**

Describe the following audit opinions which may be reported after the closure of the auditing exercise.



Qualified opinion (2marks)

Unqualified opinion (2marks)

Adverse opinion (2marks)

Disclaimer (denial) of opinion (2marks)

**the case below and answer the questions that follow.**

Ma School is located in an Arid and Semi Lands (ASAL) part of Kenya. The school was started in 1995 as a boarding school and steadily registered a high number of students. Faced with sweltering climatic conditions, vegetables supplies became a challenge and the leadership of the school consulted the Sub-county Agricultural Officer for a solution to shortage of vegetables in the region. After a fruitful discussion between the school's leadership and the Agricultural Officer, the school started vegetable farming in two greenhouses. This created an opportunity for the school not only to grow vegetables for consumption, but also to generate income. The project produced crops among others cowpeas, spinach, tomatoes, kales and the surplus was sold to the local market. This initiative later became an income generating project for the school.

Identify **two (2)** methods that the school leadership might have adopted in generating the idea of establishing the project. **(4 marks)**

Describe **three (3)** characteristics of the school leadership in the context of entrepreneurship. **(6 Marks)**

### **SECTION B - 60 MARKS**

#### **ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION**

Risk assessment plan is a critical ingredient in risk management.

As an Education Manager, describe the steps you would follow in developing a Risk Assessment Plan for your institution. **(10 marks)**

Describe any **five (5)** internal risks institutions of learning may experience **(5 marks)**

Explain **five (5)** mitigation measures you would apply to manage each identified risk in (b) above **(5marks)**

The procurement of works, goods and services in Kenya is guided and regulated by the Public Procurement and Asset Disposal Act 2015 and Public Procurement and Asset Disposal Regulations 2020. In disregard to the Act and regulations, South Ma School placed an order for a school tractor and it was later discovered that the tractor purchased was not in the procurement plan and was equally overpaid as compared to the market price.

Explain any **three (3)** circumstances under which a school may terminate procurement and asset disposal proceedings **(6 marks)**

Discuss the regulations governing public procurement in Kenya with regard to:-



- (i) Procurement Planning (2 marks)
- (ii) Registration of Suppliers (2 marks)
- (iii) Tender Security (2 marks)
- (iv) Consortium buying (2 marks)

Discuss any **three (3)** benefits a school would enjoy by meticulously adopting Public Procurement and Asset Disposal Act, 2015 and its regulations of 2020 (6 marks)

**Read the case study below and answer the questions that follow:**

You have been posted to Viwandani School as the Head teacher. The school has been experiencing several incidences of staff go-slows and strikes by the learners. The strikes and go-slows have received a great deal of attention in the media. Tardiness and absenteeism of teachers is a normal occurrence in the school. Several learners in the school have indulged in drug abuse, lost interest in learning hence affecting the school performance. You have been asked by the authorities to take action to improve the performance of the school.

Critically assess the major leadership challenges in the school (4marks)

Explain the major change initiatives that you would introduce to create a conducive working environment at the school (4 marks)

Explain any **three (3)** indiscipline cases affecting the school and how you would handle each case (6 marks)

Identify any **three (3)** Education Stakeholders that would help in transforming the performance of the school, explaining how each would contribute to this case (6 marks)

Application of **Teacher productivity** as an aspect of teacher evaluation has always been discussed in teacher management. The underlying belief is that the central question driving education and teacher evaluation focus on what teachers can accomplish with students.

Explain how productivity of teachers can be promoted with regard to the following:

- Mentorship and Coaching (5 marks)
- Teamwork and creativity (5 marks)
- Succession planning (5 marks)
- Work life balance (5 marks)

The Ministry of Education has been disbursing infrastructure funds to schools from time to time for improvement of learning facilities.

Explain any **four (4)** factors that Education Managers need to take into consideration so as to effectively implement school projects. (8marks)

The Board of Management in your school has tasked you to write a proposal for construction of a water tank in the school to solve the challenge of water shortage.

Describe the framework you would adopt in writing the proposal (12





## DIPLOMA IN EDUCATION LEADERSHIP AND MANAGEMENT EXAMINATION

### PAPER 3: INSTITUTIONAL RESOURCE LEADERSHIP AND MANAGEMENT

**TIME: 2 HOURS**

**DATE: 20<sup>th</sup> September, 2022**

#### INSTRUCTIONS

The 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

The use of mobile phones in the examination room is prohibited

#### **SECTION A (COMPULSORY) - 40 MARKS**

**ANSWER ALL QUESTIONS IN THIS SECTION**

The Principal of Amani High School is expected to present the Annual School Budget to the Board of Management (BOM) for deliberations and approval.

- List any four (4) items that you expect to see on the Revenue Column of the proposed budget (4 marks)
- Give six (6) benefits of preparing an Annual School Budget (6 marks)

Read the case study below and answer the questions that follow:



In 2010, the leadership of XYZ School decided to plant trees on 10 acres of land both for school use and commercial purposes. The BOM members sought the support of the Kenya Forest Department for the provision of seedlings. Students were assigned trees to water, weed, protect, and replace where necessary. The teachers supervised the progress of the trees/project. The teachers also undertook to educate the school community, parents included on the importance of planting trees. The project turned out to be a success. From the project proceeds, the school was able to save on firewood, timber for construction and get additional income to the school.

- (a) State any **four (4)** characteristics of the school management in the context of entrepreneurship **(4 marks)**
- (b) Explain **three (3)** benefits of the above project to the community outside the school. **(6 marks)**

Study the case below and answer the questions that follow:

During an Annual General Meeting (AGM) in Wewe Secondary School, there arose a heated argument between the parents and the Board of Management (BOM). The argument arose over the difference between the amount of cash as indicated in the cashbook and the one indicated in the bank statement.

- (a) Give **three (3)** possible reasons why there could have been a difference between the amount of cash as indicated in the cashbook and the balance in the bank statement **(6 marks)**
- (b) Explain **two (2)** reasons why it is important for Wewe Secondary School to prepare a Bank Reconciliation Statement to be availed to parents whenever need arises **(4 marks)**

School leadership has the responsibility of ensuring that the procurement process in their school follows the provisions of Public Procurement and Asset Disposal Act, 2015.

- (a) Identify any **four (4)** circumstances where the above Act may be applied **(4 marks)**
- (b) The Accounting Officer of your School has appointed you to chair a Tender opening session. The other members of the Committee are looking up to you to give directions. Identify the activities that the Committee will undertake **(4 Marks)**

(c) Discuss the advantages and disadvantages of the competitive method of procurement



State **two (2)** conditions that can qualify schools to use direct procurement **(2 marks)**

### SECTION B - 60 MARKS

#### ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION

Study the case below and answer the questions that follow.

The Boards of Management of Lulu which is a Public School located in one of the rural areas in Kenya undertook a recruitment exercise to employ a storekeeper.

- (a) Explain the duties and responsibilities that were spelt out in the employment letter of the storekeeper **(10 marks)**
- (b) Explain the various measures that the school leadership can put in place to promote safety and security of the stores. **(10 marks)**

- (a) Distinguish between Credit and Debit as used in Credit Risk Management **(2 marks)**
- (b) Explain the benefits of Risk Management to Institutions of learning **(8 marks)**
- (c) Public Audit Act 2015 expects all Public Institutions to be audited. Explain **five (5)** benefits of auditing to schools. **(10 marks)**

Read the case study below and answer the questions that follow:

Mr. Kai who was delocalized to head Koko Secondary School found out that the academic performance of the school was on the decline. Some of the teachers were victims of chronic alcoholism to the extent of reporting to school drunk, others would report to school late without any concrete reason. Mr. Kai took a step and inquired from the Deputy Head teacher the possible reasons for such behaviors. The Deputy Head teacher responded by saying that some of the teachers have too much workload. In response to this, the school Head asked the BOM to recruit more teachers to fill the gap as they wait for the TSC to deploy more teachers.

- (a) Distinguish between recruitment and selection **(2 marks)**
- (b) Explain the recruitment steps that the BOM followed to recruit the additional BOM teachers **(8 marks)**



- (c) Describe the mitigation measures that Mr. Kai and the BOM members can take to salvage the situation (10 marks)

8 The Boards of Management of Toto School are intending to dig a borehole as one of the major projects in the school since they have been experiencing water shortages which has affected learning. The school does not have adequate financial resources for the proposed project. The BOM therefore tasked the Head teacher to write a proposal with the aim of soliciting for finances from some of the NGOs in the County. One NGO accepted to undertake the project.

- (a) Describe the content that the Headteacher included in the proposal (10 marks)
- (b) Discuss four (4) factors that the BOM should consider to ensure that the project is successful (8 marks)
- (c) Identify any two (2) key stakeholders in the above project (2 marks)

9 Read the Case Study below and answer the questions that follow:

Tembe School is a mixed boarding school located in one of the rural areas in the Country. The school has been experiencing several incidences of staff go-slow and frequent strikes by the learners. In addition, lateness and absenteeism of teachers is a normal occurrence in the school. Several learners in the school have indulged in drug abuse, they have lost interest in learning, there is a high rate of teenage pregnancies among the girls and high school drop out. All these have affected the academic performance of the school. As a result of these challenges, many parents have resorted to transferring their children to other schools. The Headteacher has been in the school for the last five years.

- (a) Critically assess the major leadership challenges in the school (4 marks)
- (b) Assume you have been contracted to provide advice to the management on how to salvage the school. What advice would you provide to them (2 marks)
- (c) Explain any four (4) indiscipline cases affecting the school and how they can be handled (8 marks)
- (d) Identify any three (3) Education Stakeholders that would help in transforming the performance of the school, explaining how each would contribute (6 marks)





**DIPLOMA IN EDUCATION LEADERSHIP AND MANAGEMENT  
EXAMINATION**

**PAPER 3: INSTITUTIONAL RESOURCE, LEADERSHIP AND  
MANAGEMENT**

**TIME: 2 HOURS**

**DATE: 17<sup>th</sup> January, 2023**

**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**

<p><b>SECTION A (COMPULSORY)- 40 MARKS</b></p> <p><b>ANSWER ALL QUESTIONS IN THIS SECTION</b></p>
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1. Planning is one of the key functions of management. Institutions of learning are required by the Public Financial Management Act, 2012 to plan their activities to avoid running into financial difficulties.
  - (a) Identify any two (2) plans that Institutions of learning should prepare (2marks)
  - (b) School budgets can either have a deficit or a surplus. State any two (2) mitigation measures that schools should undertake to address a school deficit budget (2marks)
  - (c) Explain the challenges that schools face while implementing their Annual Budgets (6marks)
2. Read the case study below and answer the questions that follow:

Kiki Secondary School is located in one of the rural areas in Kenya. The school occupies 30 acres of land which most of it is underutilized. Following poor economic background of most of the learners, the school



has been experiencing huge fees arrears. The school management decided to start an Income Generating Activity (IGA) to help compliment the little fees collected from the parents. They decided to plant trees on 10 acres of land, hoping that the trees would be used for construction purposes in the school and the surplus would be sold in order to generate income.

(a) Give **two (2)** benefits of this entrepreneurial activity to the school **(2marks)**

(b) Explain any **two (2)** channels of distribution that the school can use while selling the timber **(2 marks)**

(c) Describe any **three (3)** characteristics of the school management in the context of entrepreneurship **(6 marks)**

3. The Trial balance below was extracted from the Financial records of Tito Secondary School for the year ended 31<sup>st</sup> December, 2022. Study the items that were posted in the debit and credit side and answer the questions that follow:

Tito School Trial Balance as at 31<sup>st</sup> December, 2022

Account Title	Debit (Dr.) Ksh.	Credit (Cr.) Ksh.
Electricity	8,000.00	
Postage & Telephone costs	4,000.00	
Bank Loan	50,000.00	
Office Equipment	50,000.00	
School Suppliers	40,000.00	
Debtors (Accounts receivables)	25,000.00	
Cash	55,000.00	
Creditors (Accounts payable)		48,000.00
Sales from school farm (cereals)		90,000.00
Revenue from selling school timber		44,000.00
Salaries expenses		50,000.00
<b>Total</b>	<b>232,000.00</b>	<b>232,000.00</b>

(a) Identify any **two (2)** account balances which were incorrectly posted in the trial balance. **(2 marks)**

(b) Give any **three (3)** reasons why Tito Secondary School prepared a trial balance **(3 marks)**

(c) The school Bursar of Tito Secondary School carried out an analysis of the bank balances as shown by the cashbook and bank balances and noted a disagreement in the balances. Explain any **five (5)** reasons



4. Procurement of work, goods, and services by Public Entities is guided and regulated by the Public Procurement and Asset Disposal Act, 2015 and Public Procurement and Asset Disposal Regulations of 2020.
- (a) Give any **five (5)** circumstances that may force a school to terminate a procurement process **(5 marks)**
  - (b) Discuss any five (5) benefits that a school would enjoy by adopting Public Procurement and Asset Disposal Act, 2015 and its regulations of 2020 **(5 Marks)**

**SECTION B - 60 MARKS**

**ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION**

- 5 Study the case below and answer the questions that follow.

Fasisi Secondary School has been experiencing a high turnover of the support staff for the last one year. This has affected the performance of learners.

- (a) Discuss any **four (4)** possible reasons for the high turnover among the support staff **(8 marks)**
  - (b) Explain **three (3)** mitigation measures that Fasisi School management can put in place to reduce the high turnover in the school **(6 marks)**
  - (c) Explain any **three (3)** Acts of parliament that schools need to observe while relating with support staff. **(6marks)**.
- 6 In the process of managing Institutions of learning many risks occur and Education Leaders and Managers ought to know how to manage the risks.
- (a) With relevant examples, explain **three (3)** external risks that Institutions of learning are exposed to **(6 marks)**
  - (b) Distinguish between credit and debt as used in Credit Risk Management **(2 marks)**
  - (c) Explain any **six (6)** benefits of risk Management to Institutions of learning **(12marks)**

- 7 Read the case study below and answer the questions that follow:

Pepe High School is one of the National Schools located in an urban area in Kenya with a student population of 4,000. The Board of Management (BoM) has already employed a school Bursar and an Accounts Clerk. However, they would like to employ an additional Accounts Clerk for



proper recording of books of accounts. They are undecided whether to recruit from within or recruit from outside the Institution.

- (a) Explain **three (3)** advantages of recruiting from within the school (6marks)
- (b) Explain any **four (4)** items to be included in the job description for the above position when the advertisement is finally made (8 marks)
- (c) With relevant examples, distinguish between Intrinsic and Extrinsic motivation (6marks).

**8 Read the case study below and answer the questions that follow:**

The Board of Management of Mtito High School is intending to put up a swimming pool in the school. An advertisement was placed in the daily newspapers and a suitable Contractor was finally procured to do the job.

- (a) Identify any **two (2)** major sources of funds that the school would pursue for the project (2 marks)
- (b) Explain **four (4)** factors that the BoM should consider to promote the success of the project (8 marks)
- (c) Discuss **five (5)** areas that the BoM need to consider during the closing down and reviewing of the project (10 marks)

**9 Read the Case Study below and answer the questions that follow:**

Kim Kim is a school located in one of the rural areas in Kenya, for the last five years the management has experienced staff misconduct from the teaching and support staff reporting to school late and theft cases from school's store have been reported. All these has resulted to declining academic performance in the school.

- (a) Explain **four (4)** possible causes of the staff misconduct in Kim Kim School. (8 marks)
- (b) You have been approached by the head teacher of Kim Kim School to give a professional advice on how to salvage the situation. Explain **four (4)** mitigation measures that you will give to the head teacher. (8 marks)
- (c) Identify any **four (4)** legal and policy documents that you would advise the head teacher to avail to the staff to further understand the