

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

CHUKA AND THARAKA CAMPUSES

**EXAMINATION FOR THE AWARD OF DEGREE OF DOCTOR OF PHILOSOPHY
IN EDUCATIONAL MANAGEMENT**

EAPE 914: LEADERSHIP FROM THEORY TO REFLECTIVE PRACTICE

STREAMS: PhD (SB)

TIME: 3 HOURS

DAY/DATE: WEDNESDAY 18/12/2019

2.30 P.M. – 5.30 P.M.

INSTRUCTIONS:

- **Answer question ONE and any other TWO questions.**
- **Do not write anything on the question paper.**

QUESTION ONE

- (a) Define the term management structure as used in leadership. (2 marks)
- (b) Trait theory of leadership is associated with universal traits possessed by leaders. However, many scholars have criticized the theory in various dimensions. Justify the criticism perception on the trait theory. (10 marks)
- (c) “Leaders in educational institutions cannot adopt one leadership style.” Discuss this statement citing various situations that call for certain leadership styles. (10 marks)
- (d) Assuming that you are newly appointed in the post of head teacher in a secondary school, discuss the factors that you would consider critical in the recruitment of personnel to fill the vacant teaching positions in your institution. (8 marks)

QUESTION TWO

Using a diagram, discuss the leadership process model developed by Randall B. Dunham and John Pierce and show its implication on the management of education institutions in Kenya. (15 marks)

QUESTION THREE

Using relevant examples and applications, explain the criterion for defining an efficient and effective school teamwork. (15 marks)

QUESTION FOUR

Evaluate the importance of organizational climate and its relationship to effective teaching and learning in Kenyan institutions. (15 marks)
