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தேசிய கல்வி நிறுவகம்  
பரீட்சைகள் துறை  
NATIONAL INSTITUTE OF EDUCATION  
DEPARTMENT OF EXAMINATIONS  
MASTER OF EDUCATION MANAGEMENT – (2021) 2022  
MODEL PAPER

**MEM PRINCIPLES OF MANAGEMENT & LEADERSHIP**

**2022** ..... **Duration – 02 hrs.**

**Instructions:-**

- Answer **all** questions in Part I.
- Answer only **two** questions from Part II.
- Begin every answer in Part II on a fresh page.
- Write Legibly.

**Part I**

- (01) 1. Briefly describe **two** main concepts in the definition of management taking a school as example. (04 Marks)
2. Describe main principles of Max Weber’s bureaucracy model applying to provincial office. (04 Marks)
3. (i) Sirima is a school principle. She is very toughs, no confidence an teachers activities. She think that teachers are lazy. Therefore she always walk around the school to ensure that teachers are in the class room or canteen. According to her teachers are very traditional. There are three types (xy and z) of leaders/management. Sirima is belong to which leader types justify your answer. (2 Marks)
- (ii) More Sri Lankan managers belong to the X manager type. Write **four** major assumptions of the X manager theory. (02 Marks)

4. Mr.Sirisena is a school principle who always argue against planning. What are the **four** points that Sirisena can present to prove his argument. (04 Marks)
5. One yardstick to measure the effectiveness of an organization is the ability of the organization to satisfy different stakeholders.  
Write **four** stakeholders of a zonal education office. (04 Marks)
6. List **four** activities that can take to fulfill environmental aspect of sustainable development. (04 Marks)
7. Managers and leaders very often take the same, traditional type of decisions. What are the **four** barriers for them not to go for new decisions? (04 Marks)
8. Many principles are very autocratic. According maturation / life cycle leadership theory. It is due to level of subordinate maturity level. What are the **two** factors determine maturity? (04 Marks)
9. Write **four** needs to change your organization. (04 Marks)
10. Assume you are Director of a office and you found in your office there are many officers who can challenge your leaderships. Give **four** ways that you can face the challenge developing your personal power. (04 Marks)

(Total 40 Marks)

## Part II

- (02) As a Provincial Director you have observed that the performance level of office members is very poor.
- (i) What are the **five** possible organizational reasons and **five** personal reason for this situation? (10 Marks)
  - (ii) What do you mean by employee performance? Give **four** examples from school or office environment. (04 Marks)
  - (iii) In order to solve the above problem, Describe **four** that actions, can be taken by you as a Director? Justify your suggestions based on motivation theory. (16 Marks)
- (Total 30 Marks)
- (03) Many of the projects you as a principle planned could not be implemented successfully.
- (i) Very often the problem may be an implementation level.
    - (a) Poor controlling may be one reason for the failure of your project work. What do you mean by controlling? (02 Marks)
    - (b) Describe controlling process. (08 Marks)
  - (ii) List the any other reasons implement. Your projects that could have been the reason for the failure. (06 Marks)
  - (iii) (a) What do you mean by Empowerment and list key **four** element of Empowerment? (04 Marks)
  - (b) Describe how empowering help to implement the project successfully. (10 Marks)
- (Total 30 Marks)
- (04) “Sometime a good or effective manager in one place may be an ineffective manager in other place.”
- (i) What are **four** leadership styles. (04 Marks)
  - (ii) Briefly describe the reason for the failure of leaders. (08 Marks)
  - (iii) If you are asked to give guidance for an ineffective leader, explain **five** skills that you will request him to improve? (10 Marks)
  - (iv) According to Fielder’s theory what are the situational factors that determine leader success. Explain. (08 Marks)
- (Total 30 Marks)

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