



**KENYATTA UNIVERSITY**  
**CONTINUING EDUCATION PROGRAMME (CEP) 2020/2021**

**EXAMINATION FOR THE DEGREE OF DOCTOR OF PHILOSOPHY IN  
EDUCATION**

**EMP 926: COMPREHENSIVE EXAMINATION**

**APRIL 2021 SESSION**

**TIME: 3 HOURS**

**INSTRUCTIONS :**

1. Use different answer booklets for each question
2. Indicate your area of specialization on top of each booklet
3. Question 1,2 and 5 are compulsory
4. Answer Q3 and 4 in your area of specialization

**Question One**

- a) The following is an extract from a problem statement. Use it to answer the following questions.  
*Low teacher performance has started to raise alarm and various stakeholders have continued to raise accusing finger on the task oriented approach used by school managers. If this trend is not checked, the government effort in providing free basic education, employing qualified teachers, using constituent development fund (CDF) to give bursaries and increased renovation of school infrastructure will not benefit students to become useful citizens.*
- i. Identify a plausible title. [1 mark]
  - ii. Indicate one weakness in the statement of this problem. [1 mark]
  - iii. Identify two possible objectives of this study. [1 marks]
  - iv. Draw a conceptual framework for this study. [2 marks]
  - v. Identify two limitations of the study. [1 mark]
- b) Discuss two reasons why literature review is necessary to a student researcher? [4 marks]
- c) The number of Men supporting and opposing BBI between January and February 2021 is as shown:

|       | January | February | Total |
|-------|---------|----------|-------|
| Yes   | 27      | 89       | 116   |
| No    | 25      | 81       | 106   |
| Total | 52      | 170      | 222   |

Is there enough evidence to conclude that men are not supporting BBI? [4 marks]

- d) Describe two uses of regression. [4 marks]

## Comprehensive Examination

### Question 2:

Citing relevant examples, discuss the effect of ICT adoption on organizational performance among Schools in Kenya. [20 marks]

## Educational Management

### Answer Question 3 and 4

3. You have been appointed to chair a committee whose mandate is to assess quality of Secondary Education in East Africa.
- a) Explain three parameters you are likely to assess. [6 marks]
  - b) What steps would your team take in planning for the assessment. [8 marks]
  - c) How would you conduct the actual assessment. [6 marks]
4. Read the case study provided and answer the question that follow:

***A head nurse in a hospital describes her leadership style:***

*My leadership style is a mix of all styles. In this environment I normally let people participate... But in a code blue situation where a patient is dying I automatically become very automatic. "You do this; you do that; you, out of the room; you all better be quiet; you, get Dr. Mansfield." The staff tell me that's the only time they see me like that. In an emergency like that, you don't have time to vote, talk a lot, and yell at each other. It's time for someone to set up the order.*

*I remember one time, one person saying, "Wait a minute, I want to do this." He wanted to do the mouth- to- mouth resuscitation. I knew the person behind him did it better, so I said, "No, he does it." This fellow told me later that I hurt him so badly to yell that in front of all the staff and doctors. It was like he wasn't good enough. So I explained it to him: that's the way it is. A life was on the line. I couldn't give you warm fuzzies. I couldn't make you look good because you didn't have the skills to give the very best to that patient who wasn't breathing any more.*

*A similar business example comes from a division manager in a food and beverage company. When she was appointed to her position, the division was performing poorly, morale was terrible, and her charge was to run the division around. The manager started participatively, with one- on- one conversation to get to know people and hear their opinions. She then held a three-day off- site meeting so people could offer solutions for various problems. After consensus emerged about the problems, priorities and action plans, she shifted into a more autocratic style. She assigned specific managers to be responsible and accountable for each action step. Then, during the first few weeks implementation, she continually reminded people of the new vision, the urgency and the serious consequences if people failed to meet their responsibilities." I had to be brutal about this follow- up and make sure this stuff happened. It was going to take discipline and focus" Seven months after the manager entered the crisis situation and started the turnaround efforts, the division exceeded its profit target by \$ 5 million.*

## Required

- a) Explain the two dominant leadership styles depicted giving their advantages and disadvantages. [10 marks]
- b) Describe three factors leaders should consider before making decisions. [10 marks]

**Educational Planning and Economics of Education**

**Question Three**

As a Cabinet Secretary of Education, discuss five cost effective ways of implementing new competence based curriculum. [10 marks]

**Question Four**

Using the demand and supply concept, justify the continued training for manpower in Kenya's different sectors of the economy. [10 marks]

## Curriculum

3. Examine the rationale behind the introduction of the competency based curriculum reform in Kenya. [10 marks]
4. Assess any five constraints to effective instructional leadership in the implementation of the competency based Curriculum. [10 marks]

### **Question Five**

The 2-6-6-3 Competency Based Curriculum in Kenya promises to deliver radical changes in the education sector. Discuss FIVE such promises. [20 marks]