

THE OPEN UNIVERSITY OF SRI LANKA
FACULTY OF EDUCATION
DEGREE OF MASTER OF EDUCATION
FINAL EXAMINATION – 2024/2025
STP9618– MANAGEMENT IN EDUCATION
DURATION – THREE (03) HOURS



Date: 07.02.2026

Time: 1.30 p.m. – 4.30 p.m.

Answer any FOUR (04) questions only.

01.
 - i. Briefly explain the key elements of the basic management process with suitable examples in relation to your school/institute. (07 marks)
 - ii. Briefly explain the **three (03)** basic levels of management and the necessary skills required for each level to perform well in the organization. (08 marks)
 - iii. Briefly discuss, how a school principal or a head of an educational institution can apply principles of Scientific Management Theory to improve the productivity of the school/institute. (10 marks)
02. “Strong leaders inspire trust, engage employees, resolve conflicts, and development, leading to increased performance, loyalty, and resilience”
 - i. Briefly explain the concept of leadership with an accepted definition. (07 marks)
 - ii. Briefly explain **four (04)** key characteristics of Transformational Leadership presented by Bernard Bass. (08 marks)
 - iii. Fostering innovation is crucial for 21st century educational leaders. Briefly explain the role of Transformational Leadership to promote innovations and uplift organizational performance. (10 marks)
03. “Building a Conflict-Resilient Culture is a crucial role for an Educational Leader and Manager”
 - i. What do you mean by conflict management? Briefly explain. (07 marks)
 - ii. Briefly explain with suitable examples, why conflict management skills are very important to a school leader. (08 marks)
 - iii. The Thomas-Kilmann Conflict Management Model (TKI) is a widely recognized framework designed to measure an individual’s response to a conflict situation. Briefly explain how you can apply the above framework to resolve one of the selected interpersonal conflict in your school/institute, with examples. (10 marks)

04. "Organizational Culture is the foundation for employee engagement, performance and retention, shaping behaviours, guiding decisions, and aligning everyone towards common goals"
- Providing an accepted definition, briefly explain the concept of organizational culture. (07 marks)
 - Identify **four (04)** types of organizational culture and briefly explain each with suitable examples in relation to the school context. (08 marks)
 - As a principal or head of an educational institution, describe **five (05)** actions you would implement to establish a positive organizational culture in your school or institution. (10 marks)
05. "Project management (PM) skills are crucial for 21st century educational leaders to initiate complex initiatives"
- What do you mean by a project and project management? (07 marks)
 - Briefly explain **four (04)** interpersonal skills required to a project manager to initiate and implement an outcome-based project. (08 marks)
 - One of the government educational authorities requested you to initiate a school-based development project to improve students' achievement in the science subject. Suppose you are the project manager briefly explain step by step how you will initiate the above project, adhering to the three dimensions (Time, Quality and Cost) of successful project management. (10 marks)
06. "Organizational change allows organizations to improve their efficiency, innovation, employee engagement and overall performance"
- Briefly explain what you mean by managing change. (07 marks)
 - "Resistance to change is a common human reaction particularly in organizations". List out four (04) common reasons for the resistance to change and suggest suitable strategies to minimize or overcome those resistances that can be adopted by an educational manager. (08 marks)
 - "Ms. Samadara is a newly appointed principal for ABC school. She is not happy about the existing practices that have been adopted by the teachers in teaching-learning process and wants to implement an innovative approach to promote a student-centered approach at the school by changing the way things are happening. Suppose you are Ms. Samadara, how can you apply Kurt Lewin's change management model implement desired change? (10 marks)

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