

**The effectiveness of management practices on academic performance of students in public secondary schools in Uganda: a case of selected schools in Wakiso District**

by

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**keywords:** *management, management practices, academic performance*

### **Introduction**

The overarching goal of the study was to evaluate management practices in public secondary schools in Uganda. It was incentivised by consistent underperformance of public secondary schools in comparison with their privately-owned counterparts.


### **Study objectives**

The study was based on the following objectives:

1. to identify the management practices that exist in selected government secondary Schools in Wakiso District,

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2. to evaluate the influence of management practices on the academic performance of students in selected Government secondary Schools in Wakiso District,
  3. to examine the problems associated with management practices in selected government secondary Schools in Wakiso district, and
  4. to examine the existing strategies for improving management practices and enhancing academic performance in secondary schools in Wakiso District.

### **Methodology**

The study adopted a qualitative study design. Data were collected from 67 respondents who were sampled using simple random sampling as well as purposive sampling techniques. The researcher used questionnaires and an interview guide as data collection tools. Data were analyzed using descriptive statistics namely; frequency counts, means and percentages.

### **Key findings**

The study revealed that there was planning in the public schools surveyed in all departments for the scholastic materials, food, accommodation, and other financial and non-financial services. The schools also generally planned for human resource for proper and timely staffing, controlled activities having to do with academics, and undertook budgeting activities. The schools were bureaucratically organised under clear hierarchies and chains of command.



The study also found that the schools surveyed had an ethical code on ethical behavior for all staff and members of the management team and Board of Governors to adhere to.

The study further found that there the schools surveyed set clear goals for performance management and improvement.


Nonetheless, the study also found that there were problems associated with management practices namely; occasional lapses in communication, insubordination of personal and in some cases departmental interests to those of the school by administrators, inability or unwillingness to resolve conflicts.

### **Key recommendations**

The study recommended that there should be an appraisal of management practices used in the school (s) so that those which are working well are maintained and those which are not, are improved to ensure managerial effectiveness.

There should be an improvement in the day-to-day management practices such as planning, and that the function should participatory and not limited to administrators at the top—to ensure that all school activities are included in the plans.

There should be prompt provision to schools by the government of up-to-date instructional materials to ensure



that the teachers and learners are properly nourished intellectually under the existing pedagogical setting for better academic performance in internal and external examinations; plus, there should be an evaluation of school pedagogical effectiveness through quality assurance to ensure improvement in the quality of management and teaching to enhance academic excellence in the schools.

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