

MAKERERE UNIVERSITY

63rd GRADUATION BOOKLET

The Principal, College of Education and External Studies to present the following for the Conferment of the Degree of Doctor of Philosophy (Education)

AGANZE Francis Xavier

“Management Practices that Influence Staff Retention in Ugandan Universities”

This study set out to examine how successful Ugandan universities were at retaining their staff. Stratified sampling was carried out on three public and three private universities. A cross-sectional survey design was used in both quantitative and qualitative paradigms. It was found out that in Ugandan universities, there is a direct relationship between the management practices and staff retention. The conclusion is that the universities fail to retain their staff significantly. It was thus recommended that Ugandan universities should strictly follow their recruitment policy, increase efforts for human resource development, invigorate performance appraisal and match compensation with the current economic trends. The supervisors were Dr. James Luyonga Nkata and Assoc. Professor Joseph Oonyu. Financial support was by the Brothers of Christian Instruction.

Conferment of the Degree of Doctor of Philosophy (Education)

BBUYE Julian Robinah Nabuule (Ms)

“Developing a Framework for the Management of Distance Education Learner Support for Distance Education Learner Support for Private and Public Universities in Uganda”

Ms. Bbuye investigated distance learner support in universities in Uganda and exposed the weak systems that belie current programs. She proposed a learner support framework that emphasizes needs assessment per cohort of admitted students, timely and consistent provision of study materials, use of inbuilt interactive multimedia, coupled with in-built monitoring and evaluation mechanisms, designed to improve the quality of provision. The framework derives from responses to Interviews, questionnaires, and focus group discussion with administrators, tutors, distance education experts and students of two public and two private universities, and also documentary reviews and observations. Her work will help anchor the quality of the emerging mass higher education partly brought about by the distance education mode of provision. Great appreciation goes to SIDA SAREC, Makerere University Staff Development Unit and to the supervisors; Professor A. Tiberondwa, Professor J.C.S. Musaazi and Dr. J.L. Nkata

Conferment of the Degree of Doctor of Philosophy (Education)

BEGUMISA Annie (Ms)

“Primary Education Levels attained by Women and Perceived Quality of Life in Rural Households of Nyarurambi Parish, Kabale District, South Western Uganda”

Ms Begumisa explored how to better understand the role of the knowledge, skills, values and attitudes attained at the different levels of formal primary education in improving the quality of life of the households in Nyarurambi Parish. The study was motivated by the fact that quality of life of the households in rural areas has become an issue of concern in least developed nations. A total of 40 respondents participated in interviews, observation as well as focus group discussions in this research. The study concludes the importance of formal primary education towards quality of life. It also shows the consequence of people applying the knowledge and skills taught at the FPE level, and the need to make quality of life part of the curriculum and the significance of teachers and pupils to conducting practical lessons in the home setting and surrounding areas where the QOL will be lived and also to use resource persons from the community.

Conferment of the Degree of Doctor of Philosophy (Education)

ITAAGA Nicholas

“The Role of Stakeholders and its Implications on the Internal Efficiency of the Universal Primary Education Programme in Eastern Uganda”.

Mr. Itaaga studied the role of selected stakeholders and its implications on the internal efficiency of the UPE programme in Eastern Uganda. The study adopted a cross-sectional survey design. It revealed that the activities undertaken by the selected stakeholders have not been adequate to benefit all schools particularly those in rural areas; several schools and pupils lack the necessary pedagogical and non-pedagogical inputs for effective learning. There was gross wastage of resources as a result of the high internal inefficiency due to socio-economic underpinnings and high opportunity cost of schooling. All education stakeholders must spearhead the operationalisation of the UPE programme and address the socio-economic dynamics that have affected the efficiency of the programme. The supervisors were Dr. Mugagga Anthony and Dr. Tamale Maurice. The study was funded by the Carnegie Small Grants Project Phase I.

Conferment of the Degree of Doctor of Philosophy (Education)

MUSISI Badru

“The Competitive Secondary Education Market and its Pedagogic Ramifications”

Mr. Musisi examined the pernicious educational outcomes engendered by the way schools compete in Uganda's secondary education market. He focussed on for-profit schools serving affluent, middle income, and poor households. Using qualitative methodology, he explored the purposeful, observable, and specific moves schools make to meet their business agenda, and how these moves shape the learning outcomes. School managers, education officers, UNEB examiners, learners, and alumni of selected schools participated in the study. He established that the way for-profit schools compete augments little knowledge of lasting value, which undermines the production of the prolific human capital envisaged by education policy reformers. He thus, urges MOES to strengthen the inspection, supervision, and advisory support mechanisms, otherwise, the expansion of secondary education is a misspent investment if schools are left to drift into counterproductive competitive behaviour. The study was supervised by Prof. Awolabi Olajide (RIP), School of Education Makerere University and Dr. Nkote Isaac Makerere University Business School.

Conferment of the Degree of Doctor of Philosophy (Education)

SEKIZIYIVU Samuel

“Exploring the Teaching and Testing of Learners’ German Language Communicative Abilities in Secondary Schools in Uganda”

Mr. Sekiziyivu’s research focused on the teaching and testing of learners’ German language communicative abilities in secondary schools in Uganda. The study was inspired by the persistent inability of presumed very good learners’ of German to perform well in real-life communication. Using both qualitative and quantitative approaches/methods to data collection and analysis’ the study explored the situation of German teaching in Uganda based on the principles of communicative language teaching and testing. The findings exposed the challenges of teaching and testing a foreign language in a country like Uganda where the provision of a real life-like situation was unfeasible and then suggested possible solutions. The supervisors were Assoc. Prof. Dr. Mugimu Christopher and Dr. Ssekitto Ayoub. The study was funded by Makerere University staff development and Sida SAREC.

Conferment of the Degree of Doctor of Philosophy (Education)

SHOLY Joseph Karukuttikkaran (Ms)

“Attitudes, Gender and Socio-Economic Status as Correlates of Mathematical Creativity of Secondary Students in Uganda”

Mrs. Sholy’s research was on the correlation of attitude towards mathematics, gender and socio-economic status with the mathematical creativity of the secondary students in Central Uganda. The quantitative analysis of the study revealed that components of mathematical creativity like fluency, flexibility and originality are significantly different for high and low attitude towards mathematics students. The study also found that there are significant gender differences in mathematical creativity. Mathematical creativity differs significantly for high and low socio economic status students, high socio economic status students scoring higher for mathematical creativity. The research further revealed that students from different SES have different classroom environment, learning methods and home conditions. Teaching methods and teacher inspirations also were different. This contributed to wide differences in mathematical creativity among the secondary students in Uganda. This research work was completed under the guidance of Associate Prof. Charles Opolot Okurut and Dr. Janet Kaahwa of the Department of Science, Technical and Vocational Education (DSTVE) of Makerere University, Kampala.

The Principal, College of Education and External Studies to present the following for the Conferment of the Degree of Doctor of Philosophy (Educational Management)

KAFUUMA Ssozi Samuel

“Pay, Organizational Support, and Affective Organizational Commitment in Makerere University”

Mr. Kafuuma investigated the extent to which pay (salary, allowances and fringe benefits) and organisational support (promotional chances, staff autonomy, distributive justice, staff involvement in decisions, prompt communication and supervisory support) correlate with staff and organizational commitment in Makerere University. The study findings show that both

variables have a significant positive but moderate relationship with organizational commitment. The study recommends that pay reviews and policies on pension, leave and related organizational support issues and processes should be organically taken, involving departments. Departments should involve staff in decisions and should employ more viable communication systems for prompt information dissemination. Further research should focus on the influence of individual and environmental variables on staff organizational commitment; and the contribution of continuance and normative commitments to overall staff organizational commitment in Makerere University. Supervisors were: Prof J. C. S. Musaazi and Dr. Joseph Oonyu.

Conferment of the Degree of Doctor of Philosophy (Educational Management)

MPOZA Johnbaptist

“Performance Appraisal System and Career Development of Academic Staff of Public Universities in Uganda.”

Mr. Mpoza John Baptist delved into the relationship between appraisal and the career development of academic staffs in Uganda’s public universities. The goal of the study was to ascertain whether career stagnation among the universities’ academic staffs has been due to the way their performance and competencies are appraised. Using questionnaires and interview, he collected data from Kyambogo University, Makerere University and Mbarara University of Science and Technology. The findings were that the methods the universities use to appraise their academic staffs have potential for promoting the staffs’ career development. However, the staffs’ careers are stagnating because: the staffs are not directly involved in the setting of their performance targets; and the processes through which they are appraised are not fully transparent. Therefore, he recommends more direct involvement of the staffs in the setting of their performance targets and in the appraisal of the extent to which they achieve these targets. Mr. Mpoza John Baptist was supervised by Professor J. C. S. Musaazi and Doctor J. L. Nkata.

Conferment of the Degree of Doctor of Philosophy (Educational Management)

NAMUTEBI Edith (Ms)

“Employee Procurement and Training Policies and Diversity Management in Universities in Uganda”

Namutebi investigated the relationship between observance of employee recruitment, selection and training policies and diversity management in universities in Uganda. Using questionnaires and document analysis, data were collected from staffs of 11 of these universities. Her findings were that although all the universities have policies for procuring and training employees, these policies are not fully observed—leading to imbalances in the employees’ gender, nationalities, age, religion and marital status. The poor observance of the policies was found to be due to violation of the universities’ managerial autonomy, dysfunctional HRM practices, universities’ cultures and corruption. Therefore, she recommends outsourcing of employee procurement services, elimination of non-merit employee selection criterion and deterrence of university owners from interfering with the universities’ staff procurement and training practices. This work was supervised by Professor J. C. S. Musaazi and Dr. J. L. Nkata.

Conferment of the Degree of Doctor of Philosophy (Educational Management)

SSEWANYANA Edward

“The Effects of Decentralized Governance System on Primary Teachers’ Personnel Management Functions in Mukono District –Uganda”.

The Study investigated the recruitment, retention and exit functions management of teachers under the decentralized governance System in Mukono District. A total of 434 respondents were contacted. The findings indicated that the recruitment function management greatly affected the quality of teachers; most retention functions management exhibited unreadiness but eager to learn, the retirement function management totally left teachers unattended to. Hence recommended regional recruitment panels, Continuous research to ascertain professionalism in the teachers’ retention functions management and also complete transfer of the retirement function management to the district. Teachers’ Trade union was greatly encouraged. In this study I was supervised by Dr. J. L.Nkanta and Prof. N.A Maicibi. The Study was funded by me and Makerere University.

Conferment of the Degree of Doctor of Philosophy (Educational Management)

ZZIWA Getrude (Ms)

“Organisational Culture and the Management of Universities in Uganda”

Ms. Zziwa examined how organisational cultures affect the management of universities in Uganda. The research was motivated by the need to have well managed universities which can withstand the era of differentiation and expansion. A sample of 361 university staff from 11 universities participated in this research. The research findings indicated that the management of universities is significantly affected by organisational structures, leadership, and employee expectations. The research concludes the importance of adopting a combination of organisational structural models in organisation of universities. Further, it brings out the importance of training university leaders in leadership skills and also the significance of attracting and retaining more intellectuals. The researcher recognises insightful suggestions of Professor J.C.S. Musaazi and Dr. L.J.Nkata (supervisors); Dr. Dan Babigumira, Dr. James Urwick and Dr. A. Mugagga (Doctoral Committee members).