

# The Management Of Higher Education Institutions In Uganda

## A Perspective from Thomas Berkeley's Analytical Framework for Management

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**Abstract-** Managing Higher Education Institutions (HEIs) in Uganda is a game, in that despite the many theories and definition of management the reason as to how and why to achieving it, is still a controversy. In this article Thomas Berkeley's lenses of management are employed to understand management of HEIs in Uganda whether is a rational professional game, an exploitative game, magic/religious game or a political game, (Thomas, 2003). Through a qualitative and explanatory design, four objectives are generated questioning the nature of management that prevails in these Institutions basing on Thomas Berkeley's Analytical Framework for management. Findings from this study indicate that the management of these institutions are a continuum and fluid that swing along the four approaches though all these institutions are built on a rational perspective as a foundation of other approaches.

**Index Terms-** Management, Higher Education Institutions, Thomas Berkeley's Analytical Framework

### I. INTRODUCTION

Management of Higher Education institutions is increasingly recognized as a serious issue, in developing countries and seems to be a game where various managers apply various approaches of for the success of these institutions. If not so the application of universal management skills and practices would not have resulted into evidenced crisis of management in these institutions. This inter play in the management approaches is a way of looking for solutions to challenges affecting HEIs, Eastman, (2007), asserts that the major challenge of these institutions globally is the reduction in their revenue, however there are other challenges; high competition, geographical location, inadequate skilled man power and the complexity of human behaviors etc. With the emergent of private HEIs and increase in the number of public institutions coupled with the bigger population and demand for service, the more management of HEIs has become fluid and complex. The management of HEIs particularly Universities in Uganda is characterized by captivating stories of crisis in management such as workers strikes, students trikes, in Makerere university, leadership and management crisis in Kyambogo university, leadership versus Board of directors

crisis in Uganda Pentecostal University, failure of students to graduate, embezzlement of University resources amidst the achievement of the institution goals. All these raises questions on the nature of management that deems fit for the management of institutions of higher education. The management of HEIs is becoming more complicated day by day, Harley et al., 2004 cited in (Decramer, Smolders, Vanderstraeten, Christiaens and Desmidt, 2012), attributed this complexity to the fact the freedom to set up their own priorities and goal as guided by their discipline rather than the needs of the employing organization. In Uganda the management of university and other tertiary institutions is very complex. According to Thomas's analytical framework of management, managing these institutions is either rational, exploitative, political or magic/religious (Thomas, 2003), from this analysis the question posed is which form of management is applied in the management of these institutions?; is the management approach applied corresponds to all this chaos?

Therefore, this article analyses the management approach applied in the management of institutions of higher education. Even although Decramer et al., (2012), who studied the external pressures affecting the adopting of performance management in HEIs, argues that the management of HEIs is based on three factors that's market mechanism, institutional mechanism and configuration of the organization. This study guided by four objectives; is the management HEIs a rational professional game? Is the management HEIs an exploitative game? Is the management HEIs a magic/religious game? Is the management HEIs a political game? Findings of this study are anticipated to add to the body of knowledge on the management of institutions of higher education in Uganda and also address the causes of these problems after knowing and internalizing varying management approaches adopted by institutions of higher education in Uganda. The proceeding sections of this article is in three sections covering the methodology, literature review, results and discussion and the conclusion on the subject matter.

### II. METHODOLOGY

An explanatory research approach basing on reviewing of literature on the Alan Berkeley Thomas Analytical framework of

management is adopted. Through documentary review of literature on Thomas's analytical framework and other related literature on the management of HEIs in Uganda, data was collected. This is supplemented by information obtained from nonparticipant observation method through which various events on the management of these institutions is observed and recorded as this method facilitates an independent view, (Vander Stoep, 2008). Through content analysis, patterns and themes have been made that lead to the conclusions and recommendations of this article on the nature of management approaches practiced in the management HEIs.

### III. LITERATURE REVIEW

According to Long's 1958, essay of an ecology game cited in, (Nisar, 2015) a game in an interaction between group of individuals or institutions based on set rules, the game provides participant with set of goals that they pursue using determined roles and calculable strategies and tactics. In this perspective management which has been widely defined as the process of get work done through others is linked to a game through which participants pursue various goals by different strategies and tactics. So, the management of HEIs is a game by which participants deploy rational, political, exploitative and magic/religious strategies and tactics for the success or failure of these organizations. As Long (1958), argues that institutions in a system play multiple games simultaneously the same applies to the managers of these institutions

### IV. THOMAS BERKELEY'S ANALYTICAL FRAMEWORK FOR MANAGEMENT (2003)

According to Thomas's analytical frame work, management of organization is in four perspective; rational perspective, magic/region perspective, agency of capital (exploitative) and political. Adopting each of these perspectives will be determined by the intended outcome or ends which can either be unitary or sectional and this in return will influence the means, (Thomas, 2003). For instance a manager who aims at unitary objective, objectives that are embraced by all the stakeholders will adopt a rational approach whereas that one who is targeting sectional objectives, self-interested goals may adopt agency of capital approach. A rational approach will require to demonstrate the applicability of objectively scientific knowledge, procedure, techniques as means of achieving the intended outcome or ends, Brubaker (1984) cited in (Thomas, 2003). Therefore, a rational management of HEIs will require the applicability of scientific management, the classical theories of management can apply better here.

### V. MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS AS A RATIONAL PROFESSIONAL GAME

A rational professional administration and management of HEIs should be systematically designed in terms of policies, procedures and methods of achieving the common goals agreed upon by all the stakeholders, Turner & Keegan, 1999, Burnes, 2000, Jaaffee, 2001, cited in (Jamali, 2005). This kind of

managerial apparatus is influenced by institutional mechanism which Boselie, 2010 cited in (Decramer, 2012) says that these are pressures from legislations, protocols and procedure, habits, norms, routines and social culture pressures. Decramer, believes that HEIs should operate in such environment. These institutional pressures are scientifically designed, to guide calculated alternative means that can derive noncontroversial ends, (Thomas, 2003). Critically observing the objectives or the goals of most of these organization you realize that they are to serve the shared ends rather than sectional interests as well as the systematic objectively calculated procedures and methods all reflect a rational organization, (Scott, 2003). It is consensually believed that rational management is rooted from the works of classical theories such as that of Henri Fayol. So, for these institutions to be judged as rationally managed, it means these institutions are built or they operate purely on these principles such as forecasting, planning, organizing and coordinating which all have to be professionally thought of and scientific methods and procedures are adopted in the implementation. This kind of management that has existed over 200 years is often referred to as the traditional management paradigm, (Jamali, 2005). Unlike the political, exploitatively, and magical/ religiously managed organizations, HEIs under the rational approach will be structurally, and procedurally similar. For instance, if we take one activity like planning or forecasting, it is scientifically done depending on trends analysis of some of the courses offered that's why some Universities offer or have built niches on some course basing on these scientific analyses. Where HEIs are rationally managed, they wholly embrace the institutional framework in that coercive, normative, mimetic forces of institutions will shape the actions of day- to-day management of achieving organization goals, (Scott, 1995). According to Fayol, management as a professional activity in these institutions should be based on a body of knowledge or theory that should guide the daily practices of managers, which theories should be geared at delivering general or unitary goals, (Thomas, 2003). Therefore, the application of theories that does not promote unitary goals however rational it may be is not considered as rational professional management of institutions of higher education. Administrators of these institutions who seek selfish goals in the disguise of rational practices render management of these institutions not to be rationally managed for example using University properties like University vehicles, seal to gain reputation, support and business by administrators.

Success in rational management of these institution according Lynad Urwick 1943 cited in (Thomas, 2003) depends on the goals, objectives for which to be pursued by all those concerned in administration of each subgroup, is an objectively enlisting the interest of group as whole not section desires by certain individuals in that group or social groups. Therefore, when the management of Universities is dragged by the interests of individuals or sub groups such as worker's associations, student's association, this kind of management is not rational and the organization is abounding to fail the organization. The continuous strikes in these institutions are as a result of management being driven on subgroup or individual goals and objectives. Under rational professional management institutional interest should supersedes personal or class goals. Linking of the formalization and goal specificity within HEIs characterizes these organizations rational professionally managed, and therefore management under

the rational approach, attributes of rational organization such as specialization, departmentization, coordination are some of the pillars on which these institutions are built, (Jamali, 2005). These pillars make these institutions more efficient and accountable to the public, (Alexander, 2000), hence enhancing trust of management of these institutions as everything seem to be objective and for a common interest. The rational behavior of these institutions built on formalization and goal specificity is a precursor to bounded rationality of decision making which characterizes management of these institutions in Uganda where managers closely follow rules and take calculated moves, Kreitner, 2002, Robbins & Coulter, 2003, cited in (Jamali, 2005). Secondly, because these institutions are fighting for credible positions on the international ranking which is based on international standards, will definitely pursue a rational management approach that tends to make them uniform, (Engwall, 2007). Management in these institutions is a manager's rational analytical activity within structural arrangement conceived as tools to deliver efficient unitary goals, (Thomas, 2003). However much this management approach is good for the management of HEIs, it is criticized on curtailing manager's intellectual judgment and conforms to performance programs and intuitional controls that limit flexibility in performance hence slow growth, (Thomas, 2003). It is also believed that this management approach ignores social, cultural and technological context on structures and performance of organization as well little attention is paid on the actual behaviors of organization participant since much attention is on procedures, methods of achieving shared ends, (Thomas, 2003).

#### VI. MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS AS AN EXPLOITATIVE GAME

Managing HEIs in a manner where a particular class of people owns the resources of production and are used to satisfy selfish interest at the cost of other members even though the technologies are efficiently applied is an exploitative approach, (Thomas, 2003). Exploitation has several meanings in the social science, it has been rebelled as the unfairly utilizing of resource for the benefits of the owner or illegally utilizing a resource for personal gain, (O'Hara, 2018). Thomas further opines that this kind of management owes its origin from the capitalist societies where the masses are systematically exploited to achieve section goals at a minimum cost, with such managers something like organizational goals is a myth in such a situation manager struggle to create a balance between implement efficacious techniques of production and compliance of isolated work force. Within almost all organization, there are four major types of exploitation of labour that are identified by, (O'Hara, 2018), these are neoclassical exploitation of labour in which labour is assumed to paid their marginal productivity, this more evidenced in the writings of Robinson 1933. Labour is assumed to be paid salary equivalent to the marginal product of the labour and managers will conclude that they are paid adequate remuneration according to the level of productivity but in actual sense there is no single instance where labour is paid as to their marginal productivity hence leading to exploitation, Robinson sites case of monopoly where firms make super normal profit, lack of competition in market, monopsony power over labour, also leads to abnormal

profit which is not commensurate to wages that goes to employees, (O'Hara, 2018). The second is the traditional or Marxist view of exploitation where the elite own the factors of production and the majoring the population are subjected to exploitation through surplus value where the capitalist pay wages to their labour but extend their productivity to what is paid hence producing a value which is sold hence profit or surplus, (O'Hara, 2018). These two are the most source of exploitation within HEIs either as a result of monopoly of these institutions accruing from their geographical location or owned by the elite, however other forms of exploitation are the social and cultural exploitation where surplus value is created through social knowledge and institutions, (O'Hara, 2004).

The argument that the management of HEIs is a rational professional practice where managers pursue shared interest a scientific application of management principles may not be totally accepted by other scholars. The first basis for the rejection of that argument is that from those whose perceive organizations, natural systems whose participants pursue multiple interest and composed of multiple stake holders, (Scott, 2003). So, managers like other members bring personal goals and sectional interests which they aim at in an official and informal means, (Thomas, 2003). Thomas further argues that managing institutions which are composed of multiple participant chasing diverse interest may require to relay on prior experience localized environment and manipulate the system to achieve the aims of the stakeholders. Secondly these institutions are also most thriving on a capitalistic social system where the notion of promoting interest for all has no room even although scientific and calculated decision are applied, (Thomas, 2003). As noted earlier by (Eastman, 2007), these institutions are resorting to cut costs as a way of surviving the challenge associated with reduction in revenue hence becoming labour exploitative. Another reason as to why these institutions are characterized as exploitative is the growing competition and for them to survive is to operate at low cost, (Leung, Lau, Zhang & Gu, 2015). The management of HEIs in Uganda seems to be more exploitative more especially when you examine what managers as agents do and why they do so as they pursue goals of the principal, considering the environment in which these institutions operate from and in which they are constructed, (Thomas, 2003). Thomas bases this analysis on Karl Max's view of social and economic organization and Braverman's Marxist theory that places these institutions in a capitalist society. Management of institutions operating in a closely capitalist conditioned society is where the essential factors of production belong to distinct social group and the employees own on their labour, and this management is geared towards maximizing profit and minimizing cost on labour which is a way of exploitation by maximally utilizing it, (Thomas, 2003). This maximum utilization of labour at low cost is obviously seen in the low wages salaries paid by these institutions, poor working conditions, overload in terms of course load and as a result of this situation industrial actions have become order of the day for example in Makerere University, (Dick & Nadin, 2011). According to the theory of surplus value, O'Hara, (2018), which is employed by the managers of these institutions labour receives just a small portion in return of its effort, (Thomas, 2003), what happens is that even this small portion is not paid and where it is paid, it is not paid in time; a case in point is the continuous strikes of lectures demand salary arrears and increased pay. Thomas



opines that extra returns on labour is expatriated for personal gains and capital investment, this is reflected in mushrooming infrastructural development going on while employees are striking for salary arrears and increment. The hostile relationship between employers and employees in these institutions is a characteristic of exploitative management that natures the spirit of "I don't care" among employees bleeding the habit of utilizing organization resources without care for individual goals, furthermore, these institutions are characterized by dehumanizing working conditions which are all intended to exploit labour, (Sara & Nadin, 2011). This puts quality of the student produced by these institutions at risk even though (Eastman, 2007), warns managers of HEIs to resist temptations that may circumvent bodies and structures on which academic capital is built and sustained.

Even although management does not own resources but are representatives of capitalist class that their sole function is to exploit labour power in the interest of the owner of capital, for the case of institutions of higher education this is reflected in private institutions where the management represent the board of director or the founder of these Universities, (Butcher & Clarke, 2001). So the management will work had to fulfill this cardinal role of maximizing wealth through exploitation of labour and other factors of production and where he/she is failing s/he stands chances of his contract not renewed as noted by Salaman, 1981 cited in (Thomas, 2003). This situation which is partly explained by the agency theory has resulted into wrangles between the founding bodies of these institutions and the management, (Engwall, 2007), the best example here is the conflict between the management of Uganda Pentecostal University Fort portal and the founding body that's the Pentecostal Church where its alleged that the management is taking over the owners of the University from the Church. It should be noted that management of these institutions in this regard is not simply coordinating and planning of shared goals but it is about maintaining systems and procedures through which labour is maximally exploited for the benefit of the owners of resources. With the development of large corporations where ownership is in the names of stakeholders and to avoid the challenges of agent – principal relation that exist in those corporations, managers have been given /have acquired shares in these corporations which serve to align their interest with those of the owners, (Thomas, 2003), this has made managers to lose their feelers or to turn a blind eye/ a deaf ear on the demands of their fellow line managers. This is witnessed on the number of occasion where manager have failed to come up and address the concerns of employees, only to threaten them with warning letters and sacking. Exploitative management is an authoritative management that give little room for employee participation, the management is in full control of worker as it takes the responsibility to decide what is to be done and how and the workers do the execution as they are told, (Thomas, 2003). Finally, there shouldn't be a surprise on the way management is done today more especially on how labour is treated since the elements of capitalist societies still live with us even in the postmodern era.

## VII. MANAGEMENT OF INSTITUTIONS OF HIGHER EDUCATION AS A MAGIC-RELIGIOUS GAME

In situations where the management of HEIs is geared towards achieving common goal and the applicability of

objectively rational means is limited, managers are working in a complex changing environment where they may actually fail to adopt a particular method to a achieve the ends, (Thomas, 2003). Thomas urges that though these managers may appear to be objectively rational they rarely reach the ideal goal. Thomas calls this approach which is less scientific magic and religious. Managers will promote unitary ends and participate in rational rituals as way of realizing share goals though they are uncertain and the impression that they are pursuing shared goals will keep the organization unified as they cope with the uncertainties, (Thomas, 2003). The theme underlying magic-religious approach of management is rooted from the field social anthropology that's the study of understanding the culture of human societies where magic and religions were tied together, (Thomas, 2003). The conception of rational professional management of these institutions in Uganda though is vividly implied in the structures, but its applicability in the day-tot-day seems not to yield match. This is reinforced by Kotter's 1982 study on the work of 15 general managers which rejected the "professional manger" when he discovered that all the managers were depending upon the detailed knowledge of the business they are managing other than application of the theory and principals of management, (Thomas, 2003). Meaning that management of these institutions is based on what works for a particular situation that's contingent management and the fact that these are open system institutions; the rational professional approach may not withstand the contemporary needs. This partly explains the stagnation of these rigid traditional institutions that are now being overtaken by emerging institutions.

As noted earlier that the theme underlying magic-religious approach of management is rooted from the field of social anthropology that's the study of understanding the culture of human societies, more especially the pre-industrial societies where magic and religion were tired together, (Thomas, 2003). Thomas further asserts that one of the conception of social anthropology is that where human societies are faced with fundamental problem such as uncertainty of human life various practices will emerge as a way of coping with them either as a separate practice or a combination of practices hence the notion of equivalence. Therefore, from this background management practices of HEIs can either be magical or religious in character since it serves the similar ends in the contemporary society as magic and religion in the primitive ages. Magic according Beals and Hoijer, 1971 cited in (Thomas, 2003), is almost similar to western science, it is taken to be a set of techniques and methods for controlling the universe, based on assumption that if certain practices are correctly followed certain positives results are guaranteed. It is a way of achieving goals and reducing uncertainty, Cleverley, 1971, similar to magic, religion is about reducing uncertainty, it is asset of beliefs practices that provide overarching means to human existence, (Thomas, 2003). These two concepts are based on person's belief and they will contextually vary. Religion is believed to have both positive and negative connotations as far management of HEIs, (Ha, 2015), who study the role of religion in management of natural disasters points out that religion positively encourages individuals and organizations to behave morally and negatively when individuals and organizations behave immorally. So, in a positive way religious belief will motivate the managers and the employees work towards achieving share goals, spirit of unit and

on the contrary negative religious beliefs will make managers to pursue individualist goals.

Because of the ever-increasing change in managing HEIs has made manager also to believe that it takes magic or religious tactics to manage these institutions, in many intuitions take an example of Uganda Christian University morning devotions, compulsory pray hours and fasting are some of the religious practices that managers encourage with hope to solve organizational problems. The success of management practices in these institutions is based on the belief that a careful application of these practices will result into desired ends, like magic these practices may be having little direct bearing on the outcomes, (Thomas, 2003). For instance, the failure of a department to attain its monthly target can't be attributed to neglecting of morning devotions. However, as note that religion encourages positive acts managers in these institutions tend to exhibit a human face unlike in exploitative managed institutions as (Ha, 2015), opines that Christianity advocates the value of mercy and justice. The uncertainty of the future and anxiety of the outcomes forces the management of HEIs to be based on forecasting the future the way magicians forecast rain, for instance all institutions are managed on strategic plans which are forecast of the future to mitigate the uncertainty of the future like magic on most occasion these strategic plans have fallen short of the intended targets. Like religion which is characterized by a set of several symbols linked to the performance of rituals and ceremonies by believers and these symbols are regarded as sacred management in these institutions is also based practicing rituals, for instance the Buddhism perspective one of managing disaster is through a 49-day ritual which is popular in Korea, (Ha, 2015), orientation of employees and students in Universities.

#### VIII. MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS AS A POLITICAL GAME

Managing HEIs can be termed as political in a situation where there is an agreed or overriding goals towards which the manager is steering the organization, and even manager's capacity to pursue selfish interest is limited, (Thomas, 2003). Though there are no neutral goals to pursue, managers are not agents of a single class of peoples as it is in an exploitative approach. Politics has been defined as a deliberate efforts by managers or group of individual to use power to pursue selfish goals, (Butcher & Clarke, 2001). Therefore, politicians who are seen as major actors in these institutions are more focused on symbolic value of their policies as they are aiming at re-election or appointment into offices, (Nisar, 2015), hence paying little attention to shared organizational interests. Management of these institutions is focusing on coping with the changing environment not about stability; organizations are built on networks not hierarchies, on shifting partnerships and alliances not on self-sufficiency, Carnall, 2003 cited in (Jamali, 2005). Thomas argues that property owners and shareholders are major interest groups in possession of resources which interact through a micro-political process to bring out organization ends, and therefore the managers are political players in multidimensional game, acting blindly with limited or no information about the intentions, resource and capability of the interested groups. Because of lack of clarity on organization goals or unitary goals manager also fail to devise appropriate means to

achieve them. Resources will be allocated to those goals that result from process of bargaining, conflict, lobbying and influence of influential parties and bounded rationality is key to the manager's decision. Because these institutions are prone to various sorts of crisis such as economic crisis, conflict, manmade accident, terrorism, personal crisis etc., (Boin, Hart, Stern AND Sundelius, 2005), managers found themselves employing political tactics to steer these institutions. According Cacciattolo, (2013), who study organization politics and their effect on workplace learning found out that the most political tactics employed by managers were similar to those identified by Mintzberg, 1985 and Allen, et al. 1979, Such as rival camps game, insurgency game, counter insurgency game impression management, ingratiation, attacking or blaming other among other. And in such situation the management approach is seen as political as Thomas noted this will to keep on shifting and structures hence rendering rational management impossible. Management of HEIs is believed to be political and almost similar to that in the Capitalist societies that's exploitative management, management here is built on the struggle within the ruling classes as to how and in his interest are the goals. The managers deploy the most effective and efficient means to achieve the goals of the ruling class, politics is at play in form of tactics of power and influence on the goals and means of achieving them, however, Cacciattolo, (2013), asserts that political behavior may result into both supportive and inhibitive result. The struggle for resource allocation during budgetary process, lobbying among the coalition groups to support divergent views are some of the manifestation of politics in management of these institution.

According to Reed 1989 cited in (Thomas, 2003), political management of these institutions is conceptualized as a situation of plurality of competing groups or coalitions that on several occasion disagree over decision concerning choice of goals, procedure, and these conflicts are resolved through exercise of power. This definition implies that management of HEIs is political in such way that most of the goals of these institutions are not fixed parameters established by the logic of the economic system but issues to be debated on, issue for choice. The existence of various interest groups or coalitions competing for different goals and struggling for resources is another sign of politics and symbolizes a political form of management where managers are ever involved in political process such as conflict dissolution, dialogue, bargaining to reach a common consensus of the means and ends. In line to these Kilmann and Thomas 1974 cited in (Cacciattolo, 2013), argues that political conflicts are better resolved through collaborative style within which the needs of the two groups are harmonized by the resolver so as to reach a paramount solution, this becomes more effective when it is accompanied by effective communication. Boin, (2005), argues that managers political situation which is also a crisis will have five tasks to manage the situation and that's sense making, decision making, meaning making, termination, and learning all these implemented to gain control of the organization. Such processes are driven by the dominant group with authority and high influence and control the resources. Management of HEIs political as managers are embroiled in the web of uncertainty resulting from the inability to decide whether to promote the wellbeing of all or the interest of the owning class, (Thomas, 2003). This makes the institutions to be result of political

negotiations, the rampant corruption cases in these institutions are result of political negotiations, coalitions trying to exert influence on those who holds authority. In addition to this, Boin, (2005), says that management in HEIs is also characterized of political and bureaucratic blame games where actors are protecting their selfish interests against the shared goals. Managers tend to occupy two positions in these institutions where they occupy their formal authority positions in which they use to influence and also belonging to certain coalitions which they use to lobby, bargaining for their positions. Unlike the rational professional management where standards are important in setting or pursuing shared goals, managers in these institutions is characterized as political one guided by the capacity to influence through coalitions and negotiation though structures may exist for formality. For instance, on several occasions members of the weak coalition have been heard saying “but the law/ rule says that...” as an indication that it is not the normative structure but power that determines the means and goals. Management in these institutions are done by the invisible hand and managers are puppets or conduits of the ruling coalition statements as power from above are common and on contentious issues managers can pronounce themselves of why a particular decision is taken, (Engwall, 2007), which is similar to the exploitative approach where they (managers) lose their feelers to the employees.

Within these politically managed institutions, bounded rationality is impossible as neither all the alternative course of action nor the consequences are known even the manager is uncertain of the utility value of the alternative, (Thomas, 2003). So, the manager will go for acceptable solution for the problem rather than the optimum solution, this makes problems recurring and this could be the reason as to why problems have persisted not being totally solved. Thomas concludes that management of HEIs which is entangled into politics is crippled by the dominant coalition and challenges bounded rationality which makes ends impossible to be consensually agreed on nor imposed by the owning class but established on shifting grounds as according to balance of forces within the organization. Rituals like accounting in managing these institutions is mainly intended to maintain morale in face of uncertainty in organizations, (Hofstede, Hofstede & Minkov, 2010), Hofstede points out that account practices are similar to religious practices which also serve to reduce uncertainty and these accounting practices have been regarded as the priests of business.

## IX. RESULTS AND DISCUSSION

From the literature and the researcher’s observation, it is true to mention here that the mechanistic model of management call it the rational management is still dominating the management of HEIs in Uganda, as Jamali, 2005 affirms that this mechanistic management not only dominate HEIs in the past but even other business organization is still commonly encountered more especially in the developing countries. Because management of HEIs in the 21<sup>st</sup> century has become so complex due to human behaviors and the changing environment, Carnall, 2003, cited in (Jamali, 2005), opines that Management of these institutions is now focused to cope with the changing environment not about stability, organizations are built on networks not hierarchies, on shifting partnerships and alliances not on self-sufficiency. This has

made management of these institutions though look to be rational but mingled with politics for them to survive and sustain the networks and alliances. It is also observed that managers are engaged in different political games driven by yearning for reelection or appointment and also to meet the interest of various stakeholders, they tend to pay little attention to shared organization interests. It is observed that because of the higher unemployment rates in Uganda coupled with lower bargain power on the side of labour force, managers of these institutions are not bothered by ongoing industrial unrest typified by evidence of everyday workplace resistance of the employment conditions and unequal distribution of return on labour, (Dick & Nadin, 2011). This implies that the tendencies of exploitative nature of management within HEIs will continue to exist as long as there is labour surplus and ignorance among the work force. Because of the ever-increasing change in managing HEIs has made managers also to believe that it takes magic or religious tactics to manage these institutions, in many intuitions take an example of Uganda Christian University morning devotions, compulsory prayer hours and fasting are some of the religious practices that managers encourage with hope to solve organization problems. The success of management practices in the institutions is based on belief that a careful application of these practices will result into desired ends, like magic these practices may be having little direct bearing on the outcomes, (Thomas, 2003). similar to magic, religion is about reducing uncertainty, it is asset of beliefs practices that provide overarching means to human existence, (Thomas, 2003). These two concepts are based on person’s belief and they will contextually vary. Religion is believed to have both positive and negative connotations as far management of HEIs, (Ha, 2015), who study the role of religion in management of natural disasters points out that religion positively encourages individuals and organizations to behave morally and negatively when individuals and organizations behave immorally. So, in a positive way religious belief will motivate the managers and the employees work towards achieving share goals, spirit of unit and on the contrary negative religious beliefs will make managers to pursue individualist goals.

## X. CONCLUSION

As the management of HEIs has entered the 21<sup>st</sup> century however much these institutions may like to maintain the rational professional management practices or the traditional paradigm of management, this mechanistic management is now interwoven with new management paradigm that borrows from political, exploitative and magic/ religious approaches. The new management paradigm that revolves around teamwork, improved communication participation and learning shared decision making, collaboration, closer interaction and partnering with customers, wide range of stakeholders, value creation innovation, teaming and agility, responsiveness and integration, (Jamali, 2005) may not be supported by neither one nor two management approaches but a combination of the four. Because of the fact that elements of capitalist economy still operate in these organizations which are either natural or open systems, exploitative and political elements of management manifests even in the new management paradigm.

## XI. RECOMMENDATION

The 21<sup>st</sup> century managers of HEIs are expected to nurture a complex and diverse social and cultural, technical, functional skills and abilities for their success and the organization too. As management of HEIs continues to become more fluid rigid rational practices may not transform these institutions, the applicability of contingent or situation management practices is seen as the way forward.

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