

**INFLUENCE OF MANAGEMENT PRACTICES IN THE TRAINING OF  
QUALITY GRADUATES IN THE UNIVERSITIES IN KENYA**

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## ABSTRACT

Universities play a critical role in contributing to the economic development of any nation. They develop manpower which is a significant driver of economic growth. In view of this, effective management of universities is a concern of all the stakeholders. Management practices are linked to the success of universities in nurturing holistic graduates who have the necessary knowledge, skills, competencies and values that are required in a globally competitive society. However, universities in Africa and in Kenya in particular have continued to be ranked lowly in terms of the quality of graduates. The lagging behind is attributed to inadequate acquisition of critical skills and application of knowledge. This is further attributed to inadequate adoption of management practices that support training of quality graduates by the universities. In this regard, the study set out; to determine the extent to which management practices in curriculum leadership are applied in universities in training of quality graduates, to determine the extent to which management practices in teaching and learning are applied in universities in training of quality graduates, to determine the extent to which management practices in faculty management are applied in universities in training of quality graduates, and to determine the extent to which management practices in management support are applied in universities in training of quality graduates. The study was founded on system theory. However, CIPP model was used to show interrelationship between management practices and training of quality graduates. The study used descriptive survey research design. The target population was 66 universities. A sample of 7 universities was selected based on Webometric ranking of 2014. 3750 students and 1800 faculty staff were targeted. 375 students and 180 faculty were included in the study. Three instruments including questionnaires, interview guide and document analysis guide were used to collect data. Validity of the instruments was ensured through undertaking pilot study to appraise dependability of the questionnaires and interview items. Reliability of instruments was measured by use of Cronbach's coefficient alpha. The alpha for independent variable was 0.963 and 0.944 for dependent variable. Data analysis involved use of descriptive and inferential statistics using SPSS version 20. The major findings of the study indicated curriculum leadership, teaching and learning and management support had significant influence on training of quality graduates. There was a discrepancy in acquisition of knowledge and its application among graduates from different universities. Based on the findings it was concluded that management practices have a significant influence on training of quality graduates. The study recommends the need for universities to enhance management practices identified in this study.