

THE STUDY OF THE PROCESS OF DECISION MAKING IN SCHOOLS IN THE PROGRAMME OF SCHOOL IMPROVEMENT

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The aim of this study was to investigate the decision making process in the Sri Lankan schools where the School Based Management (SBM) is being implemented. The most important factor in this programme is decision-making process. Therefore, specific objectives of this study are to identify the challenges faced by the decision makers in the schools where the SBM is being implemented, and to identify the strategies used by the managers of those schools to face challenges. The Research Methodology used in this study was qualitative research approach. Under the survey research, case study method (multiple case system) was used to study the research problem. 61 participants were selected in to the purposive sample, and it includes principals, deputy principals, teachers, parents and past pupils of five schools in type 1C in the Colombo district of the Western Province. A representative from zonal education office was also included in the sample. Observations, documentary survey, semi structured interviews were used to collect data and descriptive analysis was used in this study. As per the results, the key decisions are made in the schools where the SBM being implemented through School Development Committees. Participatory decision-making style is implemented by the schools to some extent. Required approvals are granted to the principals by SDC members to take certain decisions on school activities. Teachers enjoy this participatory decision making process in the SBM schools. Adequate training in respect of SBM and the decision-making has not been provided to the teachers, parents, old pupils in the School Development Committee. Therefore, they do not effectively represent School Development Committee in contributing school decisions, the process of selecting members to the School Development Committee was not satisfactory, and also the decisions which are taken by School Development Committee are not effective. The SDC members have poor knowledge in respect of managerial decision-making process. In order to make this decision making process success, adequate authority and autonomy should be delegated to the schools. Adequate training on SBM and managerial decision making under the non programmed decisions, decision making under risk, decision making under uncertainty, should be provided to the representatives of School Development Committee.

Keywords: Decision making, School based management, School management