

11.2.2026

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**Title**

Managing change in higher education institutions in Tanzania : a historical perspective / by Coletha C. Ngirwa ...

**Publication year**

2012

**Source/Footnote**

In: Higher education management and policy. - 24 (2012) 3, S. 127 - 144

**Inventory number**

36014

**Keywords**

Ausland : Tansania : Hochschulwesen allgemein

**Abstract**

This paper examines the history of the management of the higher education sector in Tanzania. It reveals that government policies and management styles throughout the period from 1961 to the early 2000s created a culture of resistance within the higher education institutions, leading to struggles and many attempts to change the management of the sector. The authors analyse the effects of management practices in higher education and propose a model of institutional change that yields positive outcomes based on institutional needs and those of the academic faculty members. (HRK / Abstract übernommen)